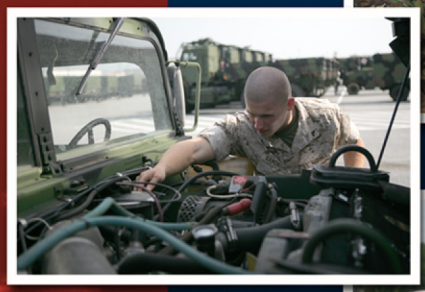
Commander's Readiness Handbook



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This Handbook is intended for informational use only.

If a DRRS-MC user finds the information in this handbook in error, they are to follow the directions/policies listed in MCO 3000.13

"Readiness is like oxygen. You tend not to notice it until you begin to lose it, but once that occurs there is nothing else that you will think about." An adaptation of a quote from Dr. Joseph S. Nye, Jr. that discussed Security.

*"The nation's shock troops must be the most **ready** when the nation is least ready ... to provide a balanced force in **readiness** for a naval campaign and, at the same time, a ground and air striking force **ready** to suppress or contain international disturbances short of large-scale war."* 82nd Congress deliberating the role of the U.S. Marine Corps

Readiness (JP 1-02): *The ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels. a. unit readiness — The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. b. joint readiness — The combatant commander's ability to integrate and synchronize ready combat and support forces to execute his or her assigned missions.*

Institutional Readiness

What is *readiness*? To some, it is a loosely defined term. To others, its codified definitions are too limiting. However, few would argue against the importance of maintaining readiness—a debatable and greatly misunderstood term whose significance is crucially important. This handbook is intended to help you better understand what readiness is and how readiness is reported.

The doctrinal definition of *Readiness* — although somewhat helpful in providing a common lens to examine the manner in which readiness-related policy is formulated and put into practice — is also insufficient in providing a comprehensive framework for use by those who deal with readiness-related matters. Generally speaking, all Marines deal with readiness-related matters, because the Marine Corps is the Nation's Expeditionary Force in Readiness. Commanders, however, are responsible for their units' readiness and reporting of that readiness. To assist commanders and those involved in readiness-related matters, the Marine Corps uses a readiness framework by which the Service can better manage its readiness as an institution.

Called the Five Pillars of Institutional Readiness, this framework seeks to ensure that Service-wide activities lead to the proper balance among five categories (i.e. pillars) underpinning the readiness of the Marine Corps. The pillars are the lens through which the Service as an institution views the distribution of resources and requirements to generate preparedness, ability, and capacity to fulfill its statutory obligations. The pillars are: 1. Unit Readiness, 2. Capability and Capacity to Meet Requirements, 3. High Quality People, 4. Infrastructure Sustainment, and 5. Equipment Modernization.

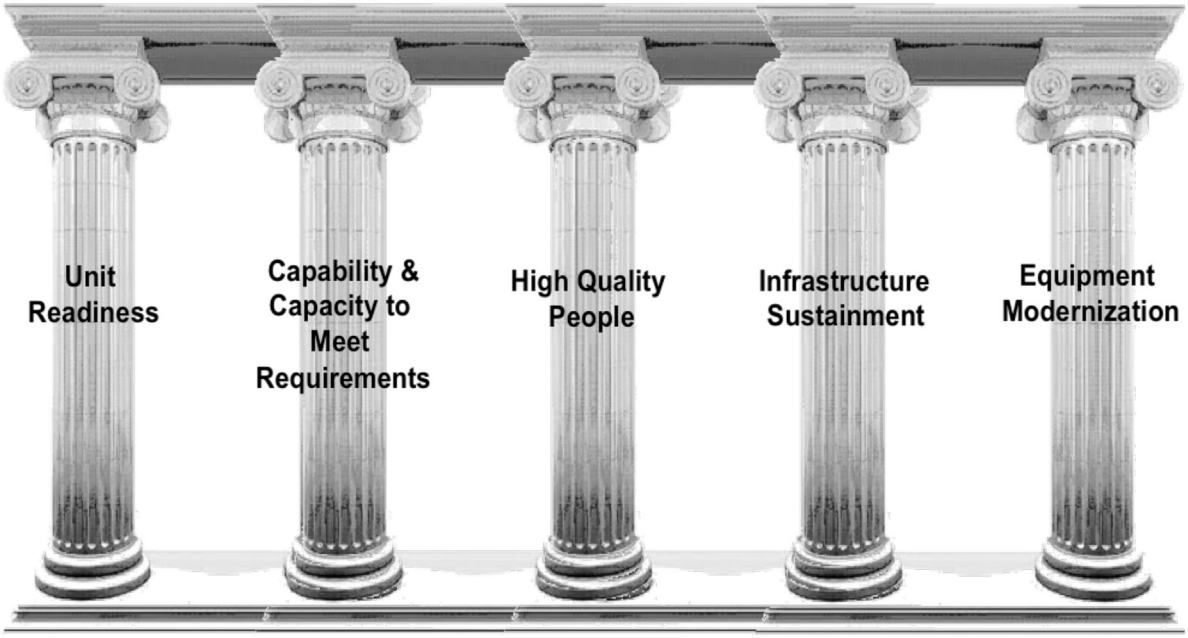


Figure 1: Five Pillars of Institutional Readiness

Your unit's readiness and the reporting of that readiness influence how the Marine Corps makes its Service assessment using these five pillars. Service assessments are reported to Congress, examined by government auditors, relied on by Defense officials in policy formulation and resource allocation, and used in the making of war plans. Maintaining balance across these pillars is the key to achieving and sustaining the level of readiness expected of the Marine Corps. The paragraphs below briefly describe the Marine Corps' approach for generating ready forces today and informing an investment strategy that will ensure the future readiness of the Marine Corps.

Unit Readiness. Ensuring all units remain ready (i.e. C-1/C-2 force). The operating forces are dependent upon funding for training and maintenance of equipment to safeguard readiness. Although deployed Marine forces are at the highest levels of readiness (i.e. A-1/A-2), this readiness comes at the expense of non-deployed units. The principal readiness detractor is the reduced availability of equipment at home stations with which to outfit and train units. After more than a decade of combat, therefore, Marine Corps equipment must be reset through an unprecedented level of effort.

Capability and Capacity to Meet Requirements. The Marine Corps is expected to meet what the Commander-in-Chief directs, in a manner that provides strategic decision makers with time to assess and formulate a more deliberate response. Marines, operating from the sea and forward deployed locations, provide an effective crisis-response capability when U.S. interests compel intervention. The Marine Corps is a stabilizing forward presence. After the drawdown from Afghanistan, the Marine Corps expects to be increasingly engaged around the world training with partners, deterring instability, and responding to all manner of crises and contingencies. Marines provide a stabilizing forward presence that deters conflict. Marines build trust with allies and friends; this trust cannot be surged when conflict looms. Simply put, forward presence matters. Actual presence demonstrates shared commitments and shared dangers. As the Nation's Expeditionary Force in Readiness, the Marine Corps bolsters national credibility and deterrence through persistent forward naval engagement. Readiness reporting supports, in part, the strategic re-balance toward the Asia-Pacific and meeting the requirements of the *New Normal*.

High Quality People. Recruiting and retaining high quality people plays a key role in maintaining the Marine Corps' high state of readiness. Recruiting quality youth ultimately translates into higher performance, reduced attrition, increased retention, and improved readiness for the operating forces. The Marine Corps needs the right quantities and occupational specialties to fulfill its role as an expeditionary force in readiness. Readiness reporting informs decision making processes regarding funding sources required to meet personnel end-strength; enhancements to family readiness, transition assistance, and behavioral health programs; the officer-to-enlisted ratio and the quantities of the senior six enlisted ranks needed to support the force redesign.

Infrastructure Sustainment. Readiness also depends on the availability and condition of real property and infrastructure. Adequately resourcing the sustainment of Marine Corps bases and stations is essential to safeguarding unit readiness as they provide the means by which units conduct training and deploy. Being better stewards of our installations and facilities grows as resources become more constrained. Readiness reporting informs decision making processes affecting long-term restoration and modernization, military construction and the Marine Corps Civilian Law Enforcement Program. Furthermore, maintaining the Facilities Condition Index at C2, funds facilities sustainment (O&M) at 90%, as directed by OSD, and provides required family housing operations and construction funding.

Equipment Modernization. Ground and aviation equipment must meet the needs of the current and emerging security environments. As the Marine Corps explores options to adjust to changing fiscal realities, there is a clear imperative to reset portions of legacy equipment used in OEF and OIF. This reset occurs as the Marine Corps modernizes what is required to guarantee dominance over future threats. Equipment shortfalls, currently, is the principal detractor affecting Marine Corps unit readiness.

Readiness comes with a cost. Maintaining ready forces is expensive, especially in an era of persistent conflict that is compounded by an unprecedented fiscally-challenging environment. Whereas other Services are permitted to practice tiered readiness as a cost-saving means to link strategic ways and ends, the Marine Corps is expected and mandated to be the most ready of the Services. Accordingly, as the Nation's Expeditionary Force in Readiness, the Marine Corps will maintain the highest levels of readiness to deploy and fight at a moment's notice anywhere in the world. Tiered readiness, the deliberate maintenance of specified units at a lower level of readiness for extended periods, is not Marine Corps policy. Cyclic readiness, the dwell – workup – deployment fluctuation reflecting the normal rhythms of service renewal of units and missions, is not equivalent to tiered readiness.

Currently, the high readiness of deployed Marine forces is achieved at the expense of our non-deployed units' readiness. The demands of sustained operations in Afghanistan, requiring the rotation of Marine forces into combat, have stressed equipment sets normally left at home stations for use by non-deployed units for training or crisis response. Despite the challenges facing the equipment and training readiness of the Marine Corps, the Marine Corps is on a trajectory to correct institutional readiness imbalances and fully reconstitute core combat capability.

Institutional readiness is monitored by HQMC. The readiness of individual units that is reported in accordance with MCO 3000.13 and the guidance in this handbook comprises force readiness, a large portion of the institutional outlook. The guidelines and parameters under which reporting takes place are driven by directives beginning at the national level.

Force Readiness

Federal statute requires the Services to report their readiness per Title 10, United States Code. The manner in which your unit tracks and reports its readiness is extremely important. Your role as the Commanding Officer is essential toward the Marine Corps meeting its statutory obligations. Furthermore, your handling of readiness-related matters affects the degree to which Marine Corps readiness is perceived by those involved in resource allocation, policy formulation, and strategic and operational planning.

If you have not done so already, familiarize yourself with Marine Corps Order 3000.13 *Marine Corps Readiness Reporting Standard Operating Procedures*. Ensure that those in your unit who deal with readiness-related matters are familiar with its contents as well.

Unit readiness reports provide the MARFORs and HQMC, as well the Office of the Secretary of Defense, Joint Staff, and Combatant Commands a means to assess Marine forces as a whole and track force readiness trends for strategic and operational planning as well as resourcing allocation. Regularly, Marine unit readiness reports are aggregated and used as part of the Chairman's Readiness System; Joint Combat Capability Assessment; Commandant's Planning Guidance; Marine Corps Service Campaign Plan; Quarterly Readiness Report to Congress; Congressional Testimony; crisis response planning; Global Force Management; and the Planning, Programming, and Budget Execution process. Commanders should keep this in mind when assigning personnel to prepare readiness reports. Your personal comments explaining the readiness status of your unit when assessing its capabilities are critical to understanding your unit's specific readiness, especially to explain situations not easily represented by processes and systems. Commanders should also emphasize the importance of report preparation and ensure the timeliness of submitted reports. Commanders should carefully review readiness reports before submission to guarantee accuracy. Without complete, accurate and timely reports, Force Readiness cannot be ascertained.

Intermediate Level Commanders (i.e. regiments, groups, and higher) should use subordinate unit reports to identify to higher headquarters their unit's critical shortfalls and estimated time to recover. It is prudent and highly encouraged to host a monthly readiness meeting in which subordinate commanders brief their units' readiness (current and projected) and you "coach" them in the on-going effort to manage their readiness.

Marine units report their resource readiness (Personnel, Supply and equipment on hand, Equipment condition and maintenance, and Training) and assess Mission Essential Tasks (METS) in the Defense Readiness Reporting System-Marine Corps (DRRS-MC). The input tool used to insert resource readiness and MET assessment information into DRRS-MC is called Net-centric Unit Status Report-Marine Corps (NetUSR-MC). This input tool allows the unit to assess its METS/Mission and report its ability to organize, train, maintain and equip forces for use by the Combatant Commands. After your review, your designated readiness officer will submit your unit's readiness report, which populates the Global Status of Resources and Training System (GSORTS) database and the Defense Readiness Reporting System-Strategic (DRRS-S) maintained by Office of Secretary of Defense (OSD).

At a minimum, your unit's data will need to be revalidated every 30 days (with specified by-unit exceptions), meaning you will need to submit another readiness report. Although you may delegate day-to-day handling of readiness reporting-related matters to others within your unit, readiness is fundamentally a commander's responsibility that is not transferable. It is the commander who assesses the unit's METs with appropriate specified conditions and performance standards. The commander is charged to accurately assess the unit's ability to execute core and assigned missions. Commanders, with staff assistance, must avoid actions which may impair the submission of timely, accurate, and complete readiness assessments. When done correctly throughout the

operational and administrative chains of command, the completeness, accuracy and timeliness of readiness reporting will enable higher headquarters to identify and understand your unit's shortfalls and move quickly to mitigate or address them.

Reporting Occasions

Reports will be submitted within 24 hours of the occasions listed below (MCO 3000.13, Table 1-1) for the organizations specified.

	Occasion	Units	MARFOR	Installations	Assigned Msn
1	30 days since last report	X	X		X
2	90 days since last report			X	
3	Activation or deactivation	X	X	X	
4	Change in C-Level	X	X		
5	Change in A-Level (Y,Q,N)	X			X
6	Change in Core Mission Assessment	X	X	X	
7	Change in Assigned Mission Assessment	X	X	X	X
8	Change in Administrative Control (ADCON) or Operational Control (OPCON)	X		X	X
9	Change of location of Command Element	X		X	X
10	Change of geographic location of unit's personnel or equipment.*	X			X
11	Employed in support of an in-lieu mission (one that does not match the Core Mission)	X	X	X	X
12	Assigned to Named Operation (e.g. Operation Enduring Freedom) or (Top Priority Plans) by D-90	X	X	X	X
13	Assignment to Security, Transition, and Reconstruction (SSTR) mission	X			X
14	Receipt of an order to execute missions ISO homeland defense/security*	X	X	X	X
15	Receipt of an alert, formal warning, or execute order or NLT 90 days prior to deployment or assumption of assigned mission, whichever comes first	X			X
16	12 Months prior to a Reserve unit's planned activation	X			X
17	Mobilization of Reserve Unit	X			

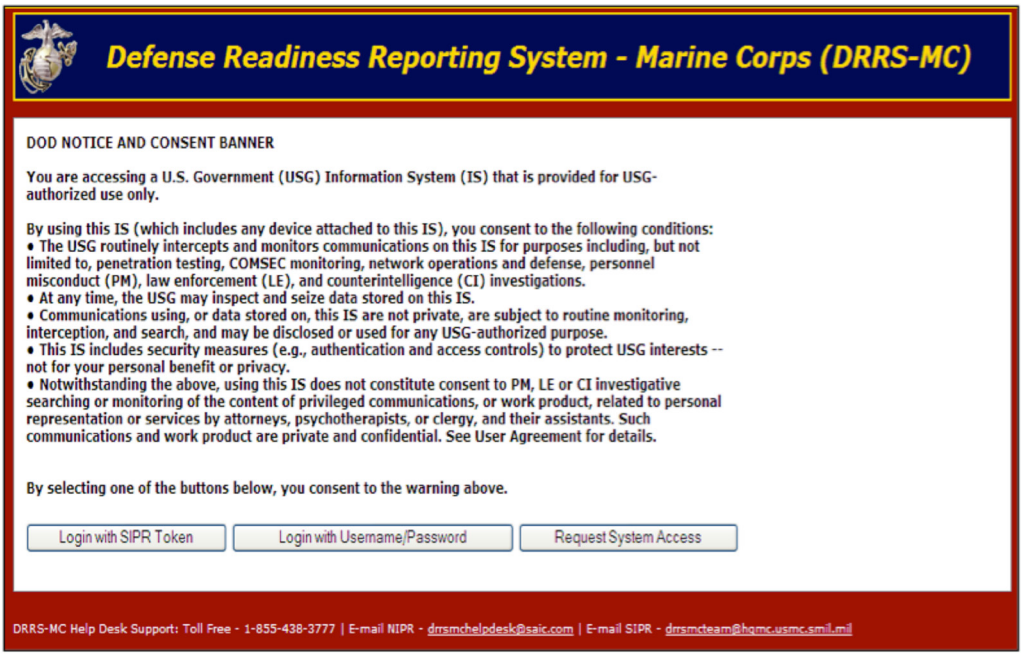
Table 1: Reporting Occasions

* Note: See MCO 3000.13; page 1-5

Defense Readiness Reporting System – Marine Corps (DRRS-MC)

DoD Banner Enter Page

The DoD Banner Enter page provides access into DRRS-MC. All authorized users can access DRRS-MC via two means; "LOGIN with SIPR TOKEN" or "LOGIN with USERNAME/PASSWORD". All new users can request access via "REQEST SYSTEM ACCESS". Your request for access will be processed by your MARFOR Senior Readiness Officer (SRO). If you need help logging into DRRS-MC, DRRS-MC Helpdesk information is located at the bottom of the page.



DRRS-MC Welcome Page

The DRRS-MC Welcome Page displays messages such as DRRS-MC System status, announcement to units, and training package support on NetUSR-MC (Quick reference/User's guide for input and output tools, helpdesk support, etc.)

Netcentric Unit Status Report-Marine Corps (NetUSR-MC)

Your Readiness Officer uses the DRRS-MC input tool application, NetUSR-MC, to submit the unit's readiness report on both resource and MET/mission assessment.

NetUSR-MC is a web-based desktop application that provides a streamlined flow of unit and installation readiness information enabling the USMC to make more efficient and well informed force management decisions.

Personnel structure and equipment requirements for Core missions are automatically populated in each unit's report (excepting intermediate commands, MARFORs, and Installation reports).

The NetUSR-MC input tool automatically calculates the resource (P, S & R) ratings as well as the C-Level and A- Level for the unit.

Intermediate Commands (regiment, group, division, and wing) assessments are based on the subordinate unit reports that are OPCON to them. Intermediate reports will reflect your ability to provide more of a "Command and Control" (C2) over subordinate unit's critical shortfalls and estimated time to recover.

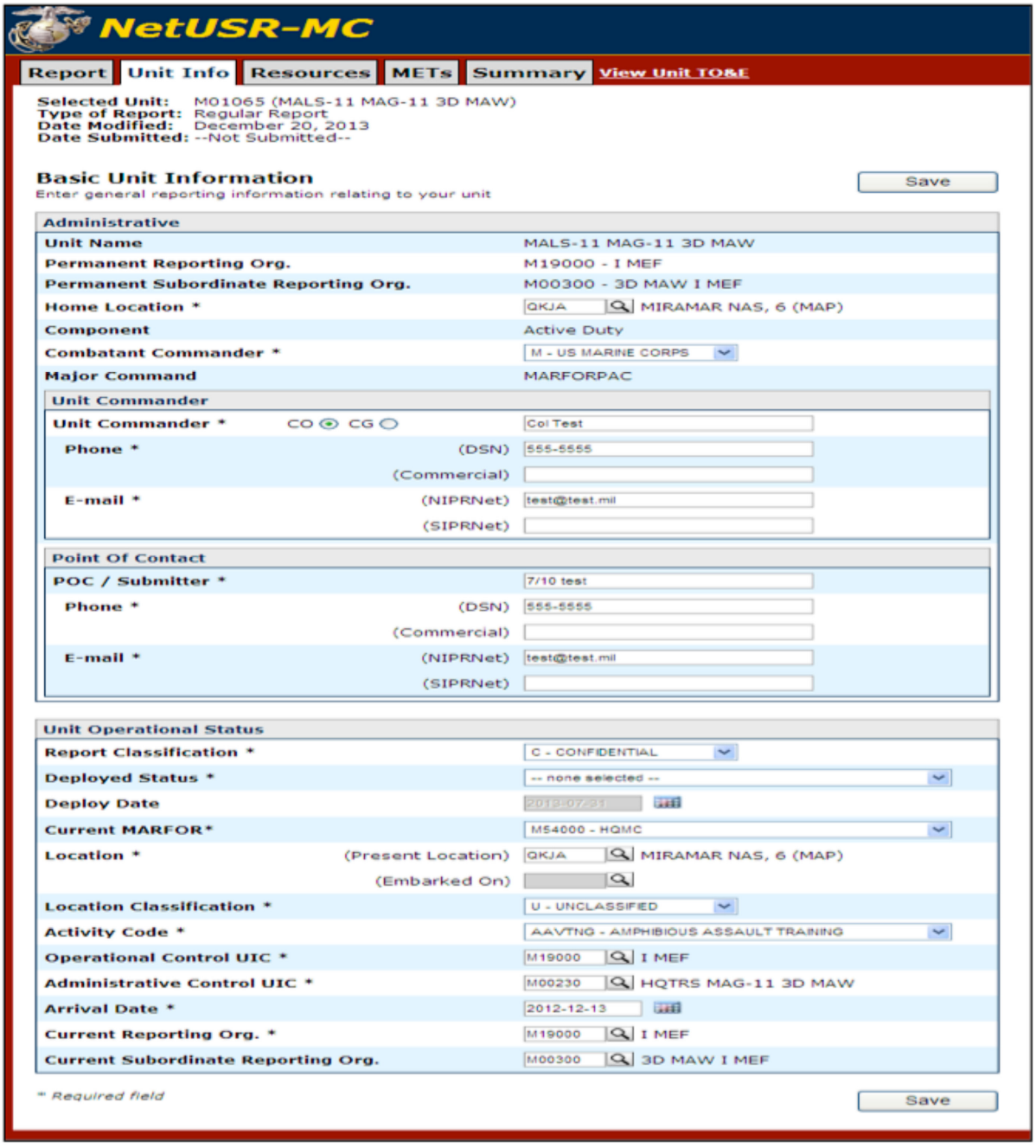
Marine Readiness Management Output Tool (MRMOT)

MRMOT is an executive output information system. MRMOT provides calculated readiness reporting information and statistics on reporting organizations.

BUI Page

The Basic Unit Information (BUI) provides HQMC pertinent information about the unit's "Administrative and Operational" information. This page consist of several auto-populated entries (by PP&O, POR) and numerous "mandatory entries that the unit must fill out under the headings of "Administrative, Unit Commander, Point of Contact, and Unit Operational Status".

These entries allow HQMC to accurately report the readiness status of the unit to the Readiness Community of Interest (COI), internal and external to the Marine Corps.



Personnel (P-Level)

P-Level is based on the unit's ability to provide deployable, military occupational specialty (MOS) qualified personnel to accomplish its missions.

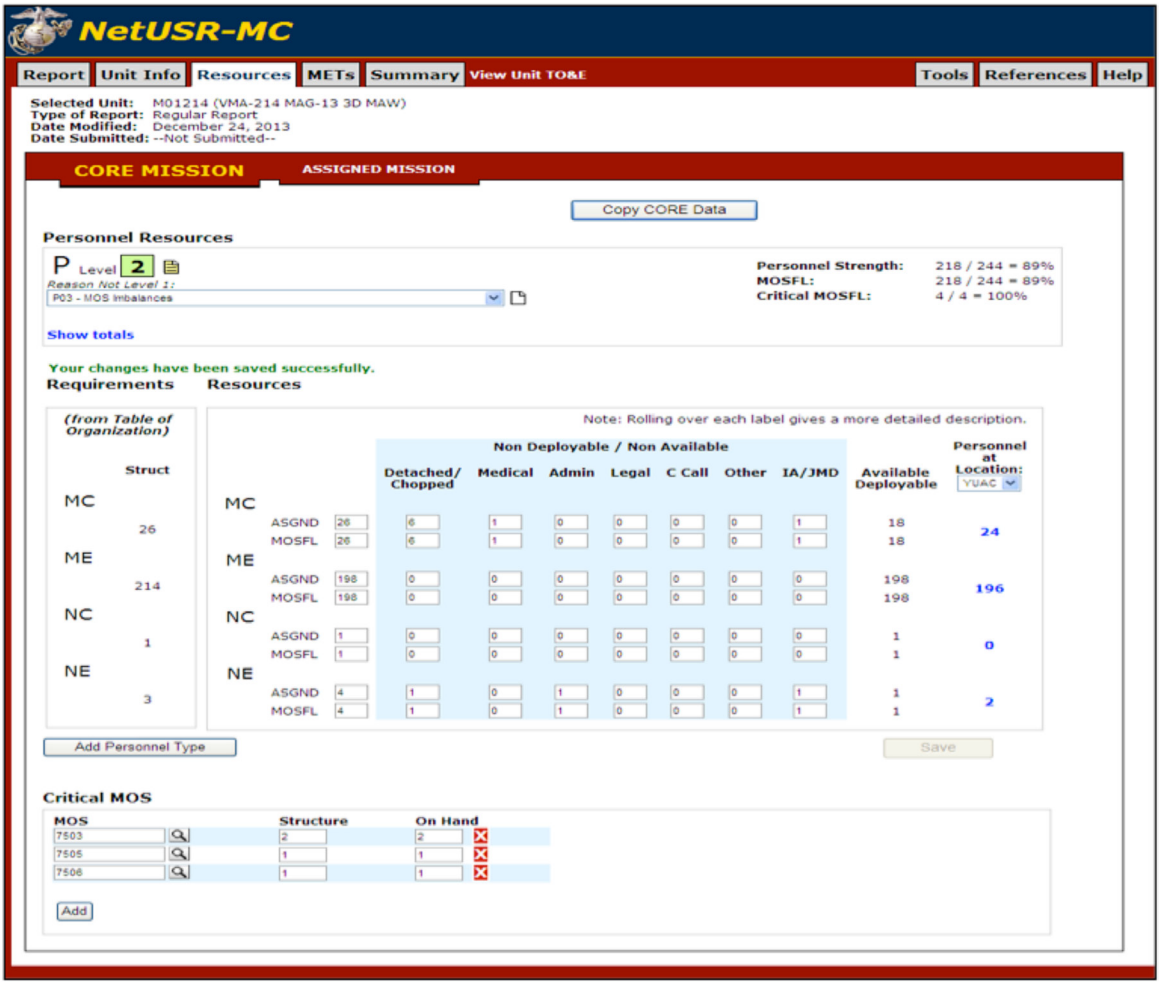
Determined by the lowest percentage of Personnel Strength or Military Occupational Specialty (MOS) Fill

$$\text{Personnel Strength} = \frac{\{\text{Assigned Strength} - \text{Non-deployables}\} \times 100}{\text{Structure Strength}}$$

or

$$\text{MOS Fill} = \frac{\{\text{MOS Match} - \text{Non-deployables}\} \times 100}{\text{Structure Strength}}$$

Personnel Strength	MOS Match
P-1 100-90%	P-1 100-85%
P-2 89-80%	P-2 84-75%
P-3 79-70%	P-3 74-65%
P-4 69-0%	P-4 64-0%



Unit Personnel structure is automatically pre-populated for the CORE MISSION based on the Table of Organization resident in Total Force Management Structure (TFSMS). For an ASSIGNED MISSION, if the manning requirement is different from the Core mission T/O, personnel quantities will be manually entered on the assigned mission page based on manning document approved by higher headquarters.

Those Provisional or Ad Hoc units that have been deemed readiness reportable by DC, PP&O do not have structure in TFSMS therefore; will not have structure pre-populated in DRRS-MC. These units manually enter their manning numbers per their approved manning document on the Core Mission page of DRRS-MC. A Provisional unit's Core mission is the same as its Assigned mission, therefore, an Assigned Mission page entry is not required.

Units must enter the personnel assigned strength quantities by type of personnel [MC (Marine Officers), ME (Marine Enlisted), NC (Navy Commissioned), NE (Navy Enlisted)]. Identify the temporary location of personnel away from the present location of the unit. Total assigned quantities include all personnel assigned to the unit, less personnel detached to another unit. Personnel detached to another are never included in the assigned field. Commander's comments should clearly state the impact the personnel shortfalls are having on the unit's overall mission. Units gaining the detached personnel will add the personnel to their unit personnel assigned quantities. Refer to the Detachments vs Shortfalls paragraph below for further guidance.

Non-Deployable Personnel

All non-deployable personnel must be identified by personnel type, using only the non-deployable codes/ categories contained in MCO 3000.13 (Table G-5, page G-9 and G-10) or NetUSR-MC.

Detachments vs Shortfalls

Commanders must be aware of the differences between providing a detachment and transferring personnel with regard to readiness reporting.

Personnel sent to another readiness reportable unit to support a specific requirement or mission will be reported as detached. Enter those personnel quantities in the detached field. When a unit receives a detachment, the gaining unit will add the personnel quantities and MOS fill. The losing command shall make comments on where the personnel went by type personnel (MC/ME/NC/NE) e.g., 0/10/1/0 to VMFA-312. The gaining command shall make comments, e.g., assigned increased 0/10/1/0 from VMFA-122. Units should continue to comment on attached/detached personnel until the personnel return to their original unit.

Commanders must ensure that Personnel Reason Codes from MCO 3000.13 Table G-1 are used to explain the unit's status (shortfall) when the P-Level is less than 1. Comments should clearly state the impact the personnel shortfalls are having on the unit's overall mission.

Personnel sent to another unit to temporarily fill billet shortfalls should not be reported as detached. Units will use the employ/deploy code, listed in Table 8, Appendix E, of MCO 3000.13 to capture the percentage of personnel and/or equipment away from the unit.

When the majority of a unit deploys and some personnel remain at the home location (i.e. RBE), the unit will continue to include these personnel in their unit's report unless the personnel are transferred to another unit. MARFORRES unit RBEs shall be reported by the next higher HQ element in the chain of command.

Reporting of Individual Augmentee (IA)s, Training Teams (TT)s and Joint Military Duty (JMD)s

These personnel must be included in the assigned and MOS fill fields of their home unit.

Enter the personnel quantities under the Non Deployable Field in NetUSR-MC only. They are considered not available for deployment with the parent unit. Make comments on how this loss directly impacts the unit's mission. Once the percentage of personnel losses reach 5% or more, the unit must use the employ/deployed code. Reserve units will not report these personnel as Non-deployable. They are transferred to an active component, and reported via that entity.

Supply (S-Level)

S-Level is a measure of your unit's equipment and supply. Ground units report against Mission Essential Equipment (MEE) and Principal End Items (PEI). Flying Squadrons only report against MEE. S-Level says "This is the gear I actually have…and this is the gear I'm supposed to have."

S-Level is determined by the lowest percentage of Mission Essential Equipment (MEE) or Principal End Items (PEI)

Ground Units

MEE or PEI

$$S = \frac{\text{Possessed MEE or PEI}}{\text{Prescribed Wartime Requirement}}$$

S-1	100-90%
S-2	89-80%
S-3	79-65%
S-4	64-0%

Aviation (Flying Squadrons)

$$S = \frac{\text{In-Reporting (IR) Status}}{\text{Primary Mission A/C Authorization (PMAA)}}$$

S-1	100-90%
S-2	89-80%
S-3	79-60%
S-4	59-0%

NOTE

The "Adjust Gain" function of DRRS-MC is authorized for MEU CLC use only. All other units will use the "possessed/in reporting" column to show equipment gains not depicted on the unit T/E.

Condition (R-Level)

R-Level is a measure of your unit's equipment condition. R-level says to Higher HQ, "Of the gear that I *actually* have, this is how much *actually works* like it's supposed to."

R-Level is determined by the lowest percentage of mission capable Mission Essential Equipment (MEE) or Principal End Items (PEI)

Ground Units

MEE or PEI

$$R = \frac{\text{Possessed} - \text{NMC}}{\text{Possessed}}$$

R-1	100-90%
R-2	89-70%
R-3	69-60%
R-4	59-0%

Aviation (Flying Squadrons)

MEE (Aircraft)

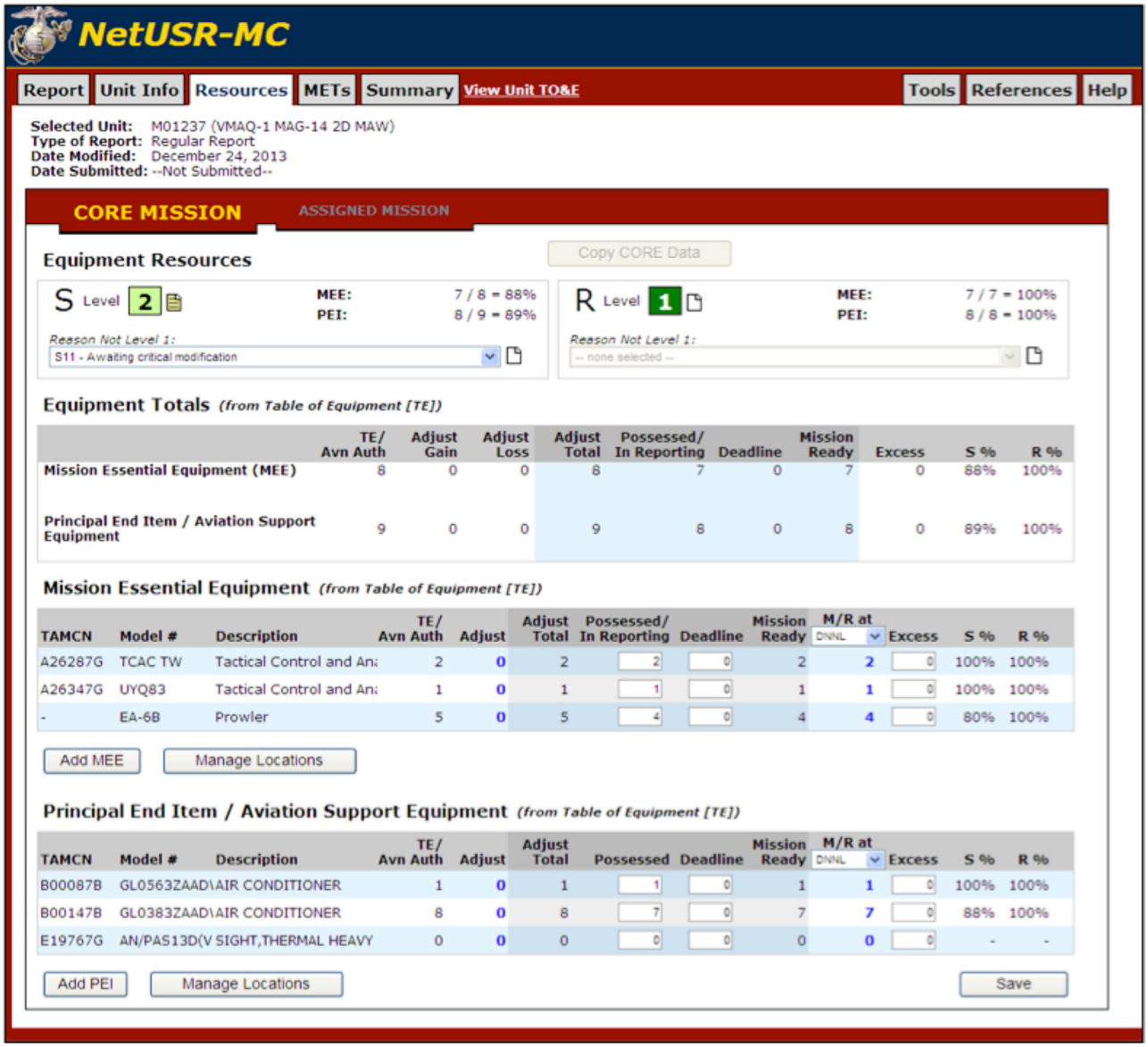
$$R = \frac{\text{IR-NMC}}{\text{IR}}$$

R-1	100-75%
R-2	74-60%
R-3	59-50%
R-4	49-0%

IR = In Reporting Status

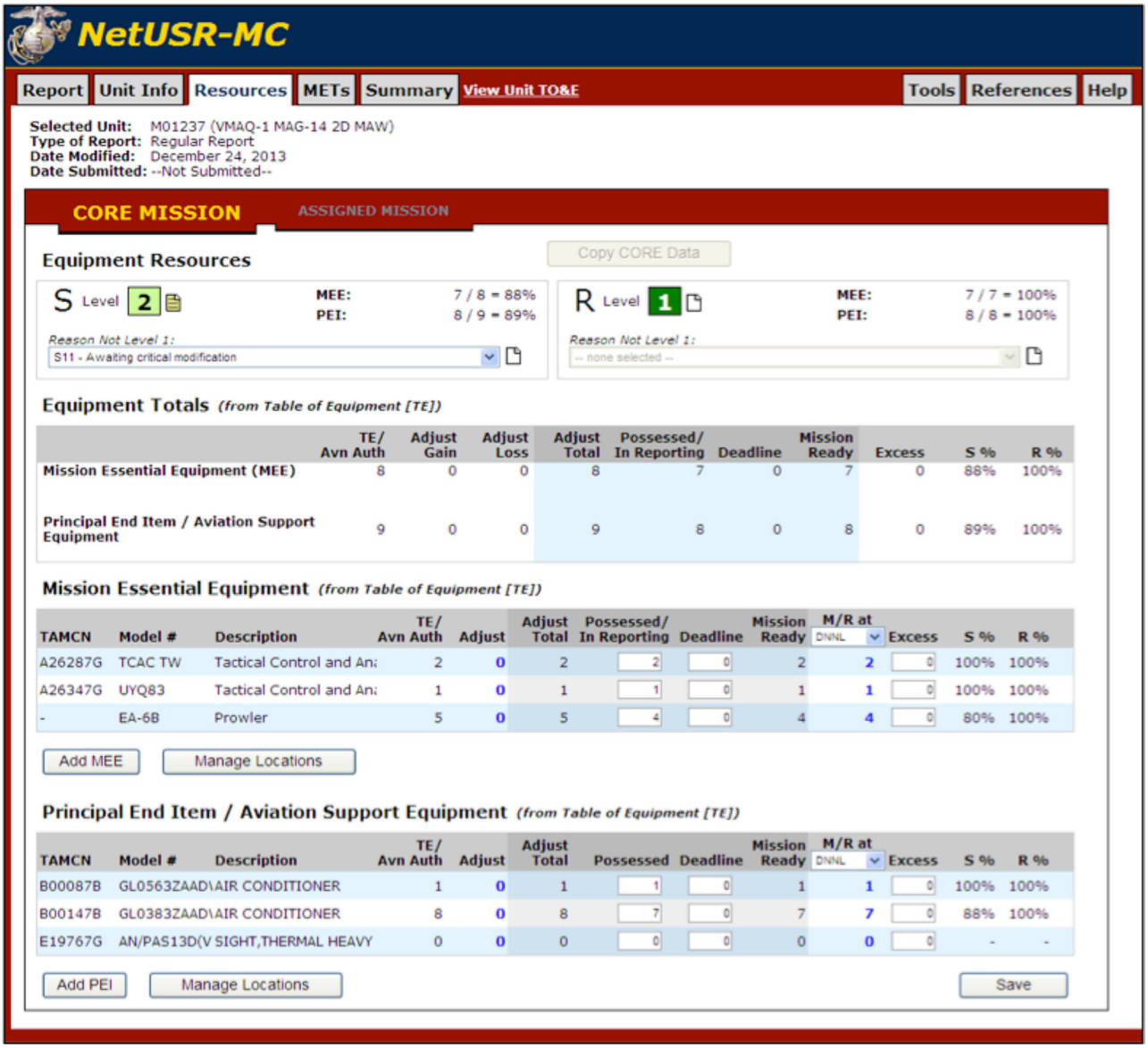
NMC = Non-mission Capable

Core Mission Equipment



The PEI (Principal End Item)/IMRL (Aviation Support Equipment) and MEE (Mission Essential Equipment)/ Aviation Aircraft requirements of the CORE mission are populated from the unit's Table of Equipment (TE)/ Primary Mission Authorized Aircraft (PMAA) for the Core mission. The above example shows the Equipment Resources page of a newly created report with the requirements from the unit's T/E. Provisional Units do not have equipment listed on a T/E. These types of units will have to manually enter their requirements based on their Equipment Density List (EDL) or source document. Commanders must identify shortfalls in equipment that degrade unit readiness. S and R-ratings may also be used as part of the conditions for an organization's METs.

Assigned Mission Equipment



The unit must manually enter equipment quantities from the EDL/ resource document on the Assigned Mission page if equipment is different from the Core mission equipment.

Do not use the Adjust gain/loss field. These Fields must show zero.

Task Organized Units

Units providing personnel and/or equipment to support task organization (MEU ACE, MEU BLT, MEU CLB) will show the personnel assigned quantity/MOS fill and/or equipment quantities using the detached field. Comments must explain the changes (unit provide 2/34/0/1 to VMM-266 Rein) ISO the assigned mission. Comments must remain on the unit's report until the personnel and/or equipment are returned to the parent command.

The task organized unit performing an Assigned mission (different from their Core mission) will use the manning document and/or equipment density list to enter the personnel manning requirements if different from their core mission. Enter the assigned personnel/MOS fill and equipment quantities on the Assigned Page. Comments must be made to explain the changes (unit received 2/34/0/1 [MC/ME/NO/NE] from VMM-162(rein) and 4 AH-1Z from HMLA-267). Comments must remain on the unit's report until the personnel and/or equipment are returned to their parent command.

Training (T-Level)

T-Level is a measure of your organization's ability to perform its mission essential tasks to standard. T-Level says to Higher HQ, "Out of all the things I'm *supposed* to be able to do, right now, I am trained to do *this*."

MET = A task selected by a commander, deemed critical to mission accomplishment. Essential is defined as absolutely necessary; indispensible; critical.

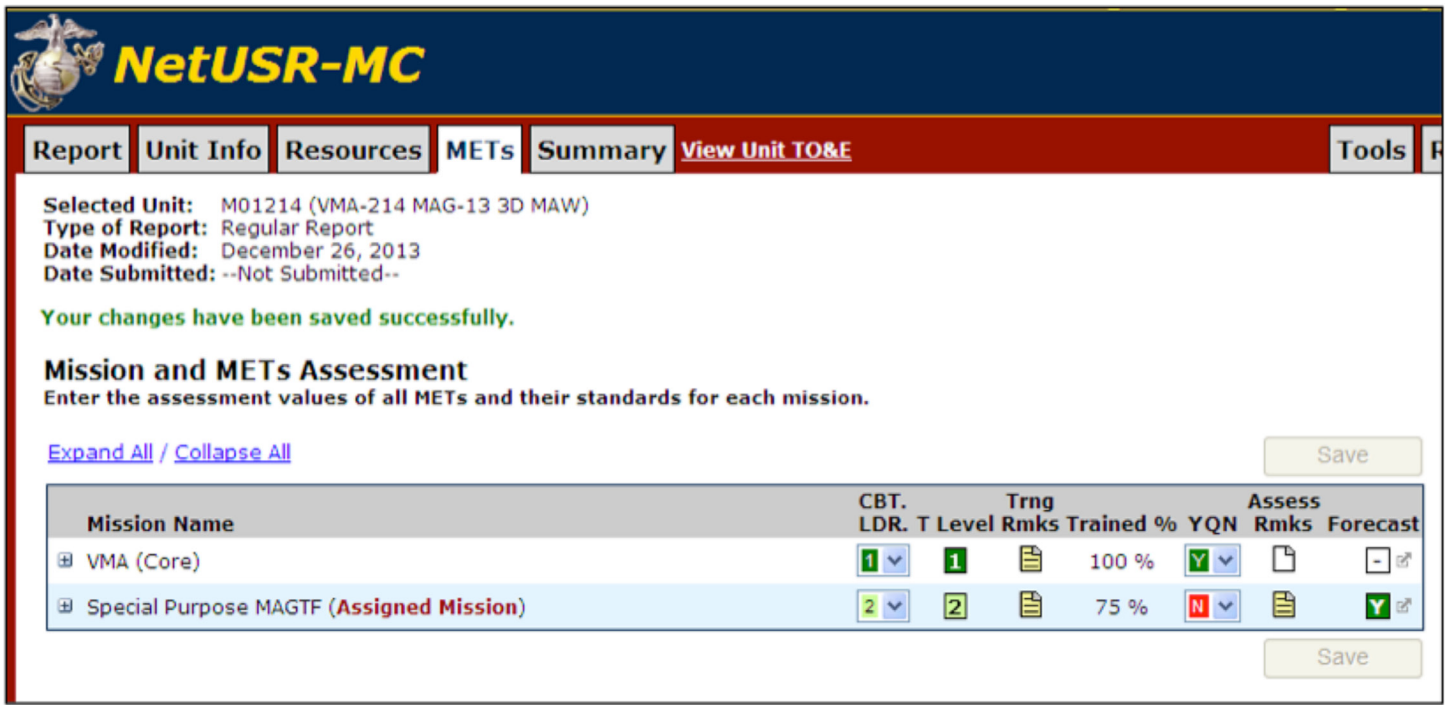
Mission Essential Tasks (METs) assessment is the method used to determine the T-Level. The unit's T-Level will be based on the percentage of METs trained to standard for Ground Units.

Flying Squadrons' T-Level will be the lower of the percentage of METs trained to standard or Combat Leadership Assessment*.

METS Trained To Standard	
T-1	100-85%
T-2	84-70%
T-3	69-55%
T-4	54%-0%

*Set forth in Type/Model/Series Training and Readiness Manual.

Mission/Mission Essential Task (MET) Assessment



Initially, the Missions and METs Assessment page displays a collapsed table of all of the Missions that are assigned to this Unit. The mission identified as your primary focus will appear with "(Assigned Mission)" after its name. Each row of the table displays the percentage of METs trained to standard, a subjective Y/Q/N assessment, and a remarks icon for a single mission. The Y/Q/N assessment and remarks are modifiable while the mission row is collapsed. The MET trained percentage is automatically updated based on the assessment of the METs that are assigned to that mission.

YQN Definitions

Y – "Yes" The organization can accomplish the mission to conditions and prescribed standards.

Q – "Qualified yes" The organization can accomplish the mission to standards under most conditions, but this performance has not been observed or demonstrated in training or operations.

N – "No" The organization cannot accomplish the mission to standards and conditions prescribed.

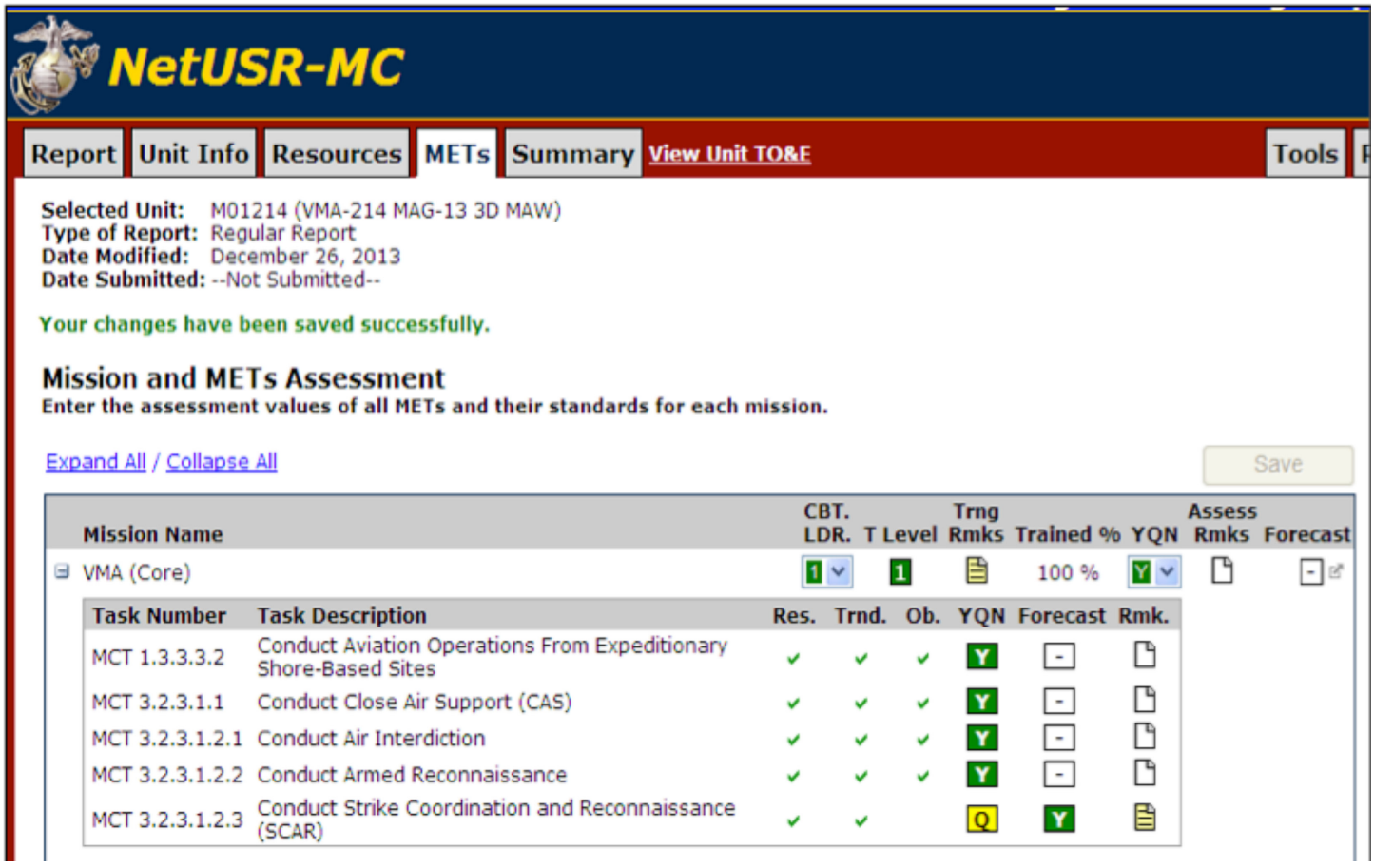
Table 2: YQN Definitions

Combat Leadership

Marine Aviation units incorporate an additional Core Training Level assessment - Combat Leadership. Combat leadership is an integral component to defining the capability of Marine Aviation units to fully conduct their METL. Combat leadership consists of advanced, highly-specialized flight leadership qualifications that enable a unit to fully conduct/manage all aspects of aviation operations during a mission. Similar to aircrew Core Model Minimum Requirement (CMMR), each aviation community has an objective flight leadership CMMR standard established for both a full squadron and squadron (-) configurations as outlined in their respective T&R manuals.

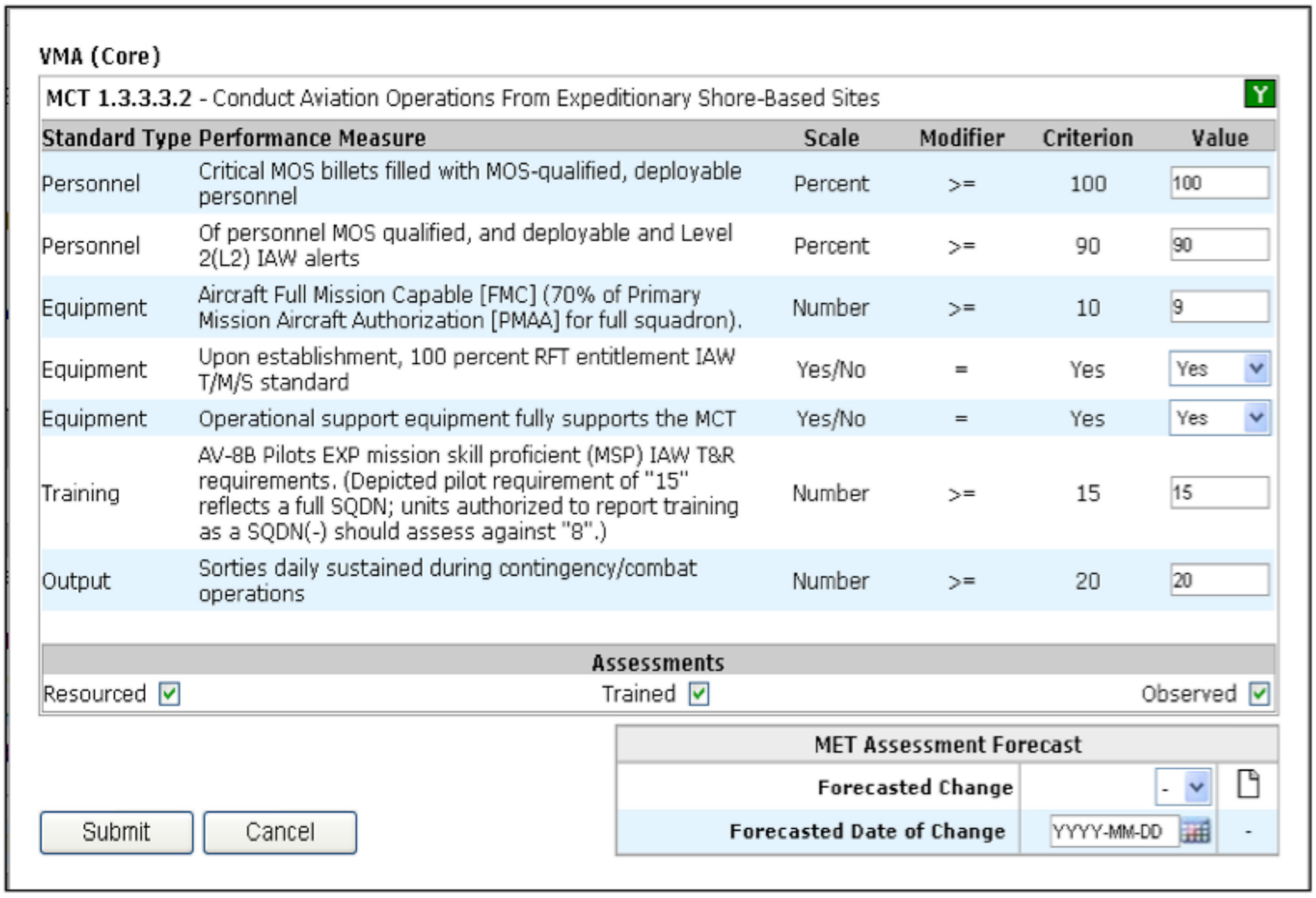
Combat leadership is calculated per NAVMC 3500.14C, T&R Program Manual, Chapter 7, by first pulling T&R event completion data from MSHARP. Combat leadership qualified aircrew will be totaled per Combat leadership category per the unit's status as a full unit or sqdn (-). Similar to the DRRS-MC METL calculation, a unit will then divide combat leadership categories trained to standard by the total number of combat leadership categories for the unit. The resulting percentage will be compared to Table 7-4 in the T&R Program Manual to assess the final rating.

A Marine flying squadron's final Training Level assessment shall be the lower of the DRRS-MC calculated T-Level and the Combat leadership assessment.



The METs for a given mission can be viewed by expanding any given mission row. An individual mission can be expanded by clicking on the 'plus' icon to the left of the mission name. Additionally, all missions can be expanded by clicking on the "Expand All" or "Collapse All" links above the Mission name. Clicking on a task will present you with the standard types and performance measures for the MET.

Performance Measurement



VMA (Core)

MCT 1.3.3.3.2 - Conduct Aviation Operations From Expeditionary Shore-Based Sites

Standard Type	Performance Measure	Scale	Modifier	Criterion	Value
Personnel	Critical MOS billets filled with MOS-qualified, deployable personnel	Percent	>=	100	100
Personnel	Of personnel MOS qualified, and deployable and Level 2(L2) IAW alerts	Percent	>=	90	90
Equipment	Aircraft Full Mission Capable [FMC] (70% of Primary Mission Aircraft Authorization [PMAA] for full squadron).	Number	>=	10	9
Equipment	Upon establishment, 100 percent RFT entitlement IAW T/M/S standard	Yes/No	=	Yes	Yes
Equipment	Operational support equipment fully supports the MCT	Yes/No	=	Yes	Yes
Training	AV-8B Pilots EXP mission skill proficient (MSP) IAW T&R requirements. (Depicted pilot requirement of "15" reflects a full SQDN; units authorized to report training as a SQDN(-) should assess against "8".)	Number	>=	15	15
Output	Sorties daily sustained during contingency/combat operations	Number	>=	20	20

Assessments

Resourced Trained Observed

MET Assessment Forecast

Forecasted Change -

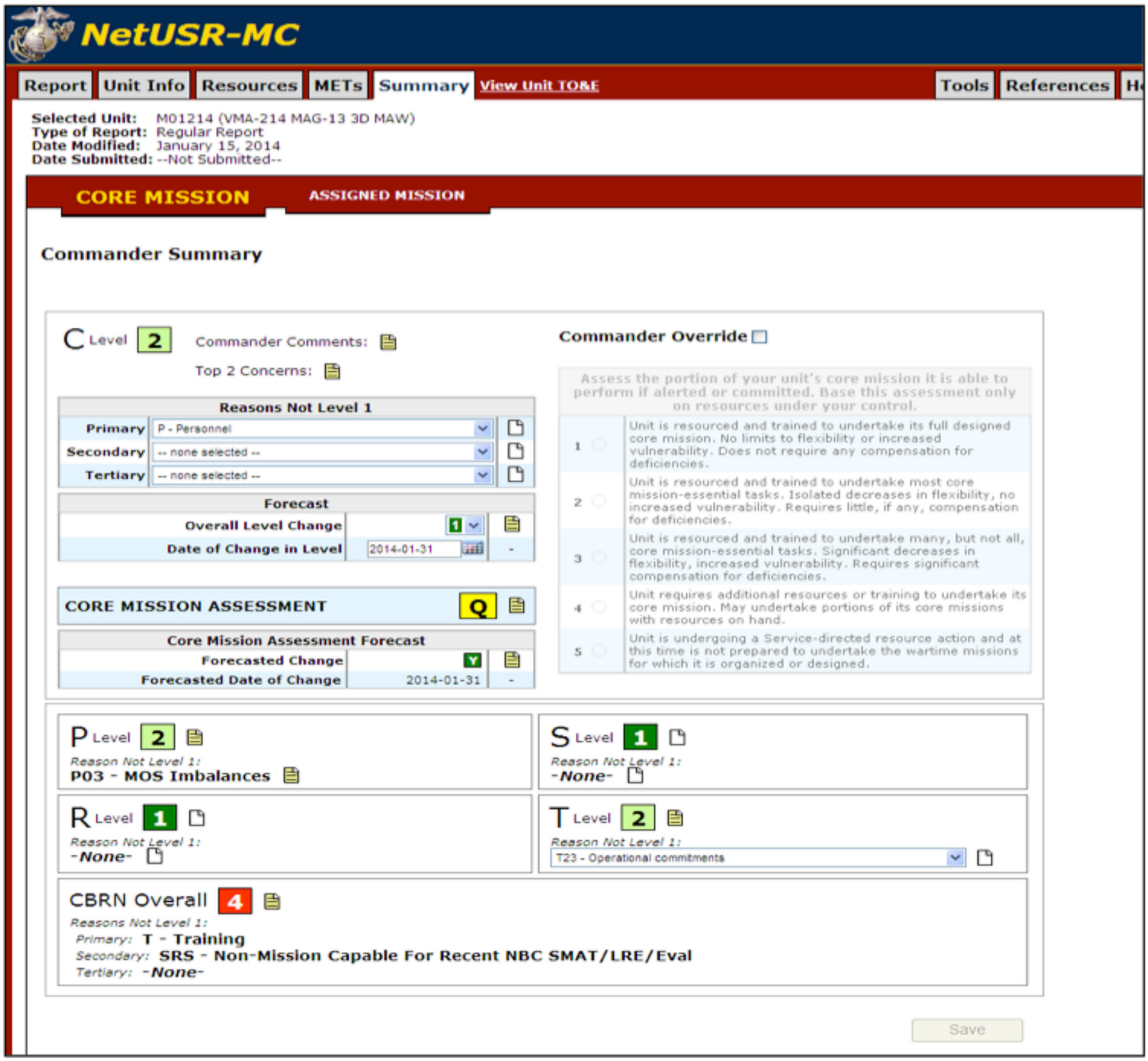
Forecasted Date of Change YYYY-MM-DD -

Submit Cancel

The standards pop-up allows you to report the standards by which the MET is assessed. Each standard will appear on a row with an input box on the right where you report your assessment of the standard. Additionally, there are three checkboxes at the bottom of this window that allow you to enter your resourced, trained and observed assessments for this task. These assessments are based on the following criteria:

- **Resourced -** The Unit is resourced (people and equipment) for the task. *(Assigned missions: if the unit expects to fall in/on personnel/gear/attach subordinates when it arrives in theatre or just before departure from CONUS, then the unit Commander should report his/her unit as "resourced" for the task in DRRS-MC).*
- **Trained -** The Unit has trained to the task. (Unit meets the standards published in the appropriate Training and Readiness Manual for this task.)
- **Observed -** The Unit has demonstrated in training or operations the ability to accomplish the task. (Reflects PTP certification where applicable.) Includes but not limited to TTECG, MAWTS or SOTG.

Core Mission Level



The C-Level reflects the status of the selected unit resources measured against the resources required to undertake the Core mission for which the unit is designed. The C-Level will be identical to the lowest (P, R, S or T) resource level, unless subjectively raised or lowered by the Commander. If the C-Level is subjectively raised or lowered, provide supporting comments on why the calculated level was changed.

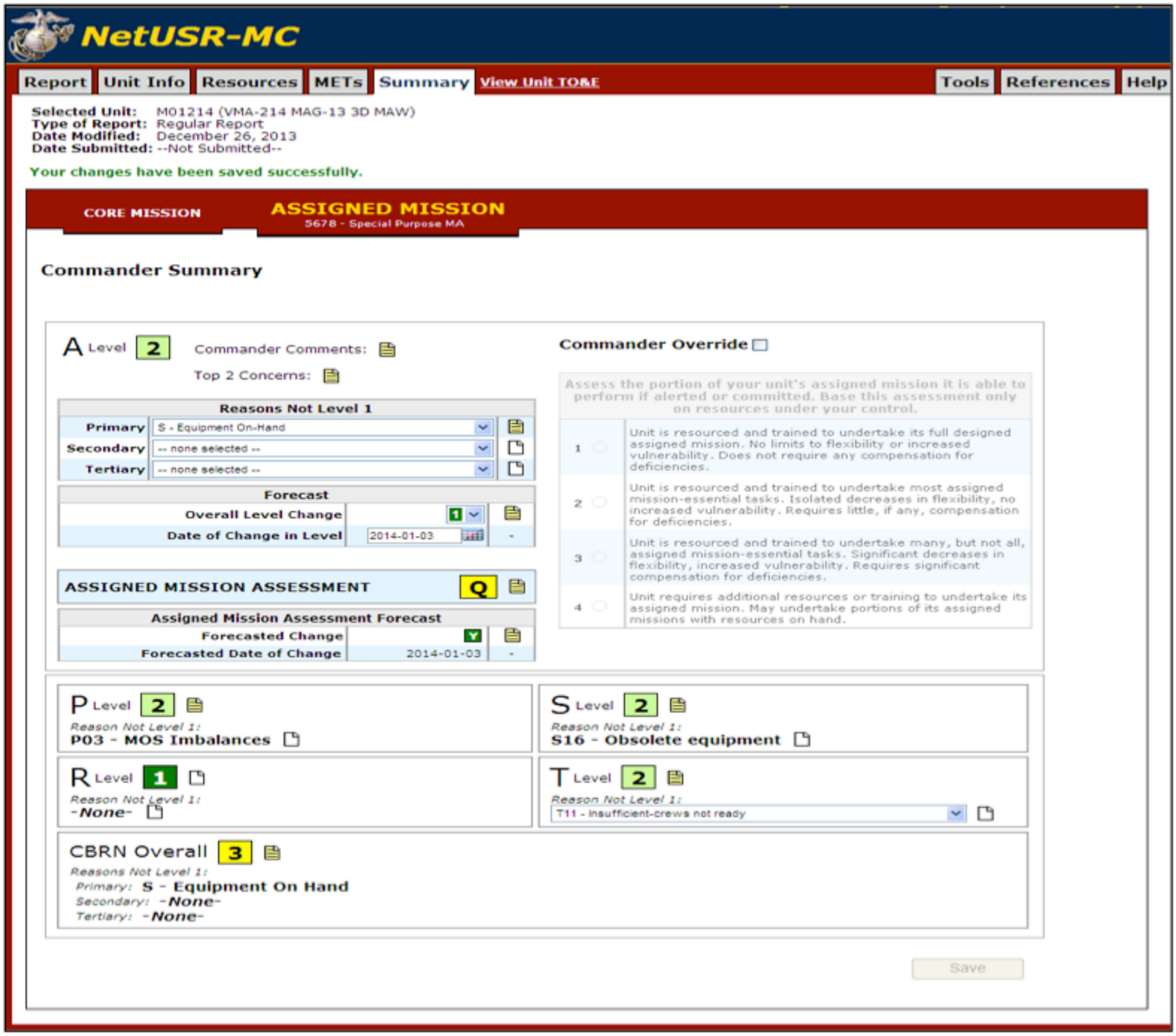
Review each of the reported resource areas to determine if the C-Level reflects your unit's ability to carry out the Core mission. Commander's comments are required regardless of the C-Level. When the C-Level is C-2 or less, the Commander must forecast a level change and date with supporting comments. (See MCO 3000.13, page E-4)

C-1.	The unit possesses the required resources and is trained to **undertake the *full* wartime missions** for which it is organized. The resource and training area status will neither limit flexibility in methods for mission accomplishment nor increase vulnerability of unit personnel and equipment. The unit does not require any compensation for deficiencies.
C-2.	The unit possesses the required resources and is trained to **undertake *most* of the wartime missions** for which it is organized or designed. The resource and training area status may cause isolated decreases in flexibility in methods for mission accomplishment, but will not increase vulnerability of the unit under most envisioned operational scenarios. The unit would require little, if any, compensation for deficiencies.
C-3.	The unit possesses the required resources and is trained to **undertake *many*, but not all, portions of the wartime mission(s)** for which it is organized or designed. The resource or training area status will result in **significant decreases in flexibility for mission accomplishment** and will **increase vulnerability** of the unit under many, but not all, envisioned operational scenarios. The unit would require significant compensation for deficiencies.
C-4.	The unit **requires *additional* resources or training to undertake its wartime missions**, but it may be directed to undertake portions of its wartime missions with resources on hand.
C-5.	The unit is undertaking a **CMC-directed** resource action and is ***not prepared***, at this time, **to undertake the wartime missions** for which it is organized or designed. [e.g. CH-46 Sqd converting to MV-22 Sqdn] However, the unit may be capable of undertaking non-traditional, non-wartime related missions.

Table 3: C-Level Definitions

*Excerpts from *CJCSI 3401.02B Force Readiness Reporting*; C-1

Assigned Mission Level



The Assigned Mission Level (A-Level) [formerly called Percentage Effective or PCTEF] reflects the status of the unit's resources measured against the resources required to undertake the assigned mission (Top Priority Plans*, Named Operations, MEU ACE, MEU BLT, etc.). Reporting units report resources for assigned missions against a manning document and an Equipment Density List (EDL).

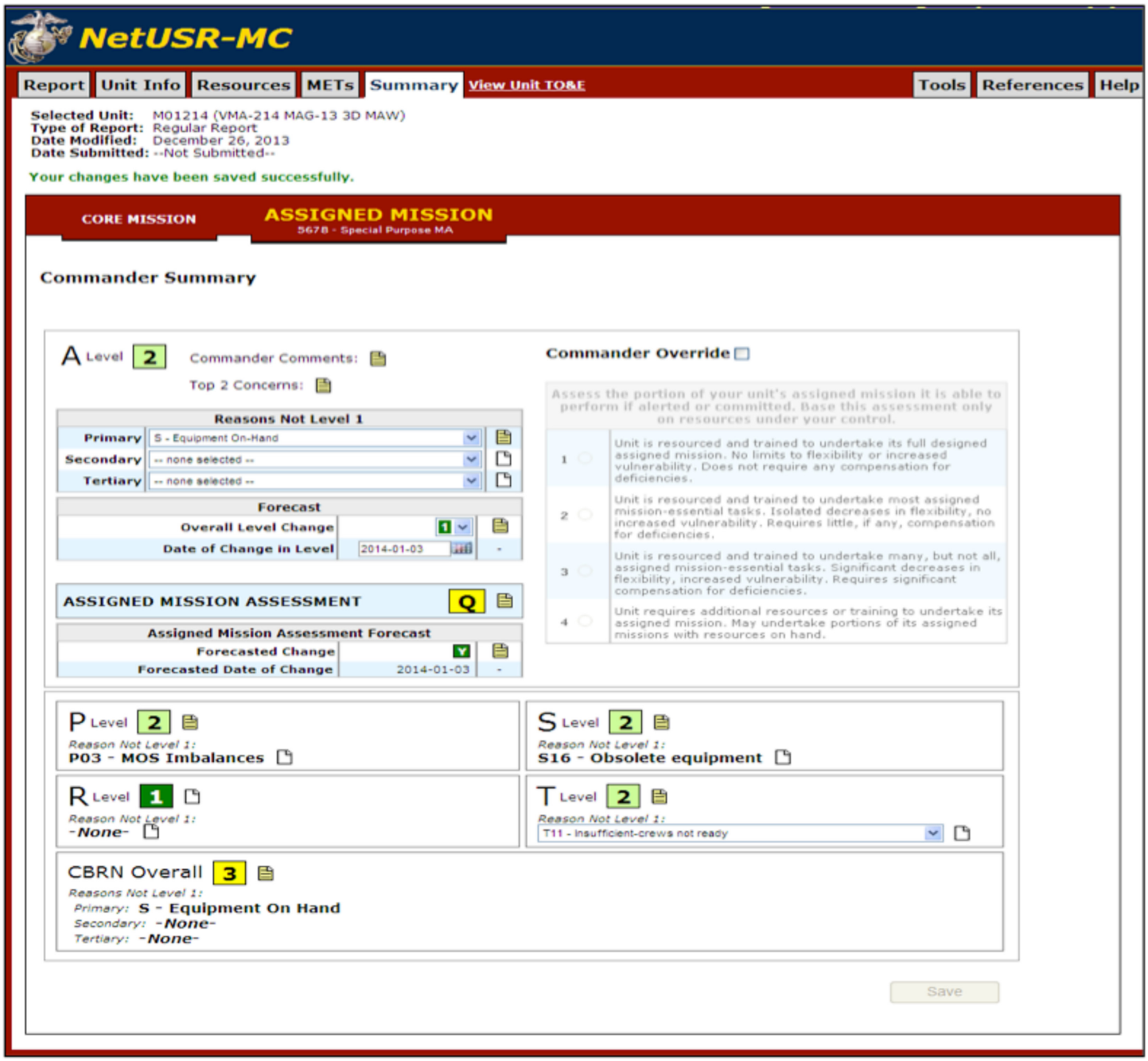
Units will begin reporting on the Assigned mission upon receipt of a formal Warning Order/Execution Order for deployment or NLT 90 days prior to deployment or assumption of assigned mission, whichever comes first. Reserve units will begin reporting against an Assigned mission 12 months prior to activation

*Top Priority Plans: OPLANS/CONPLANS

Assigned mission reporting will continue until the mission ends. Units will continue to use the activity code of TR (Training) on the Basic Unit Identification Page.

Units are expected to do "Mission Analysis" throughout their Assigned mission assessment/reporting to ensure their METs are appropriate and to incorporate specific or additional skills the Assigned mission requires. Unit Commanders can modify Assigned mission METs as appropriate with Higher Headquarters approval. Use the Unit Mission Manager in NetUSR-MC to modify as applicable. Only the Assigned mission METS and performance measures can be modified.

Commanders will make mandatory remarks against the Assigned mission. Commanders must clearly comment on issues that have impacts on the Assigned mission and/or resources. When the Assigned mission is assessed as 2-5, Q, or N, units will forecast the date that they expect that assessment to change, and comment why the change will occur. (See MCO 3000.13, page E-4)



The A-Level will be identical to the lowest rating in any of the unit's individually measured resource areas P, R, S or T, which NetUSR-MC automatically calculates. Commanders may subjectively raise or lower the A-Level. Subjective changes of assessments will be fully explained and justified. Commanders will use the manning document and equipment density list (EDL or resource document) to determine personnel and equipment readiness if different from the core mission. Commander's comments are required regardless of the A-Level. When the A-Level is 2 or below, (See MCO 3000.13, page E-4) the Commander must forecast a level and a change date with supporting comments.

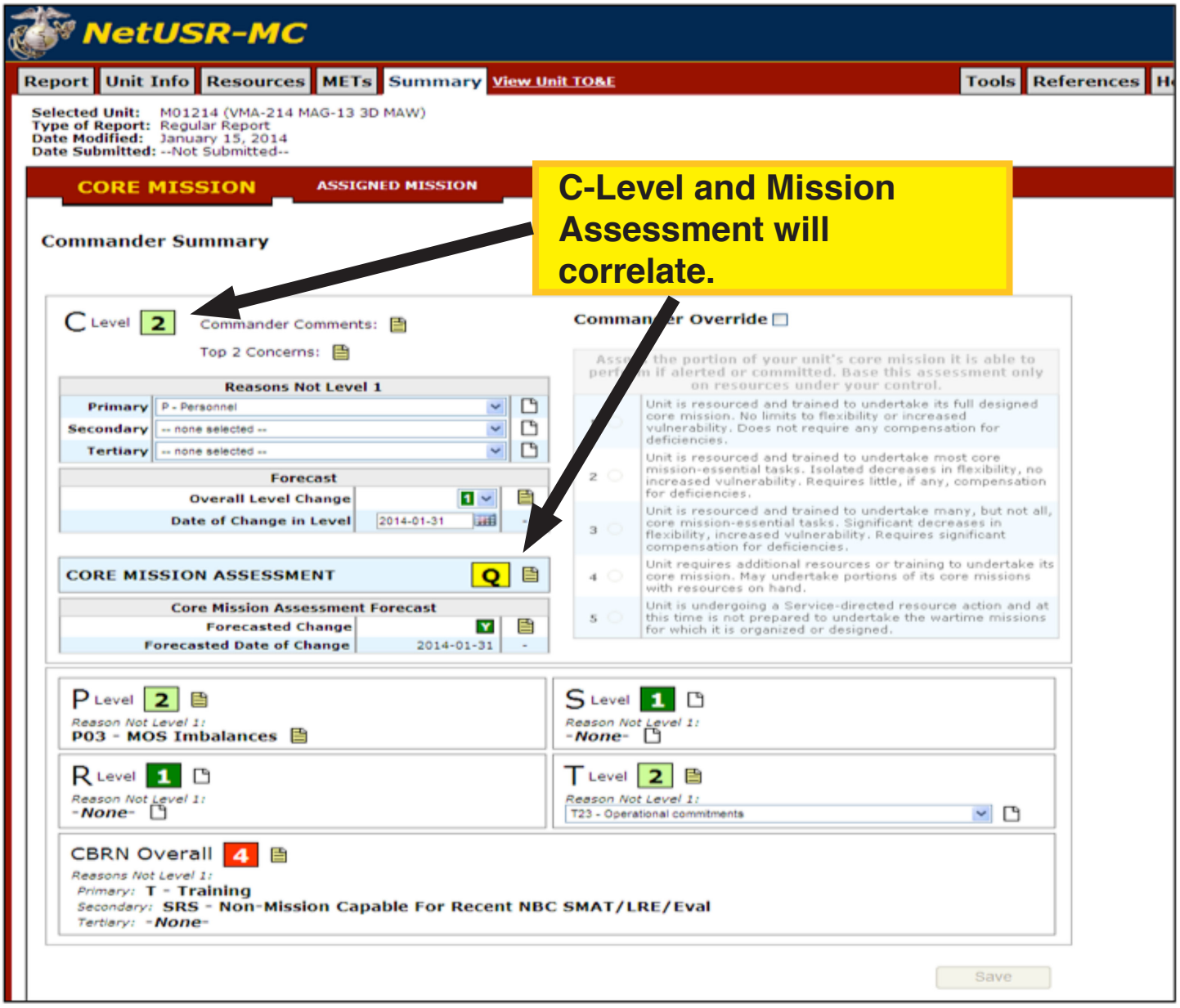
As the unit Commander, you will want to review each of the reported resource areas to determine if the A-Level reflects your unit's ability to carry out the Assigned mission.

A-1.	Unit possesses the required resources and is trained to undertake ***the Assigned mission***.
A-2.	Unit possesses the required resources and is trained to undertake ***most*** of the Assigned mission.
A-3.	Unit possesses the required resources and is trained to undertake ***many***, but not all, portions of the Assigned mission
A-4.	Unit requires additional resources or training to undertake the Assigned mission; however, the unit may be directed to undertake portions of the mission with resources on hand.

Table 4: A-Level Definitions

*Excerpts from *CJCSI 3401.02B Force Readiness Reporting*; C-18

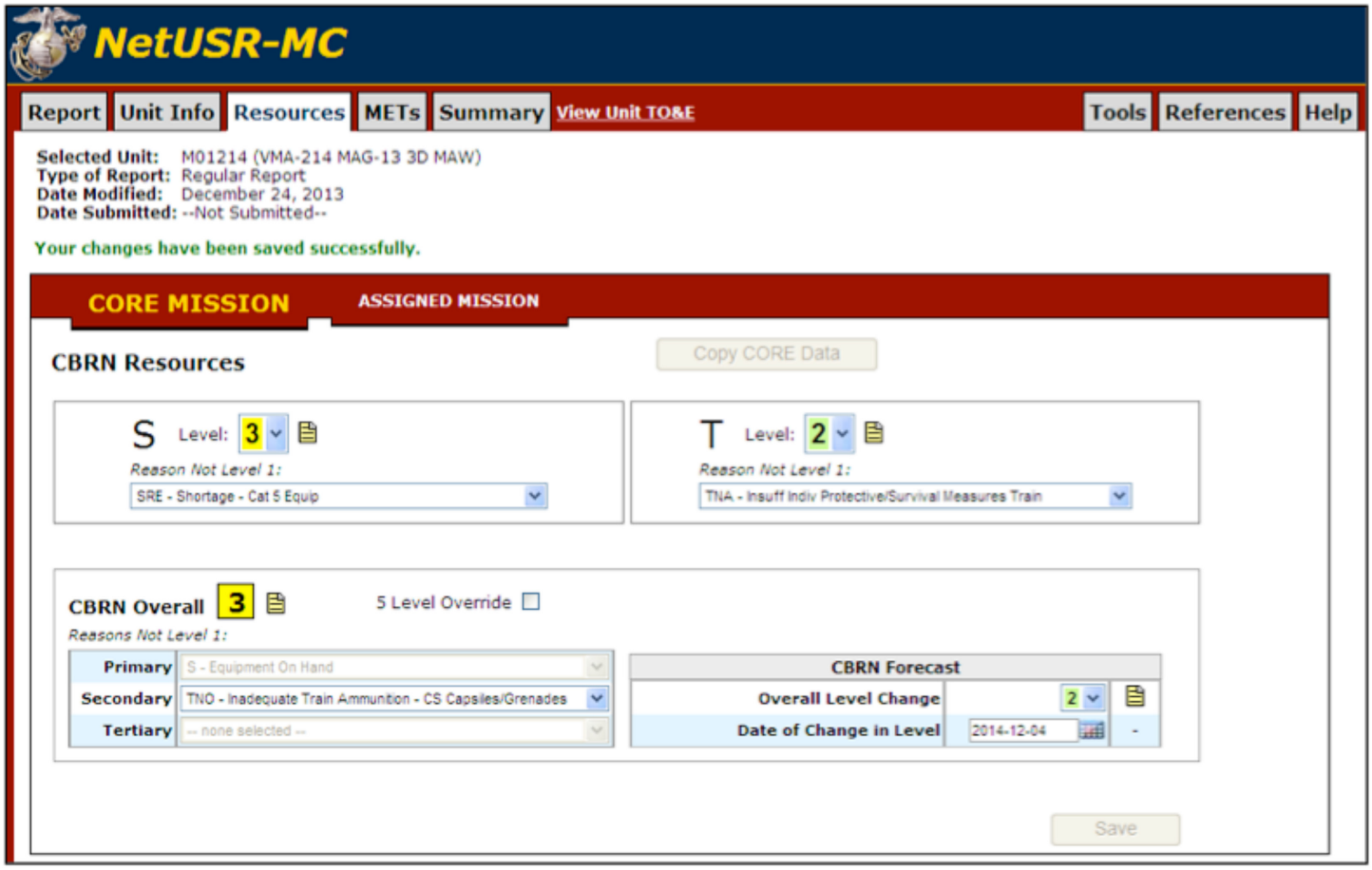
Commander Override



Commanders should review the four C-Level/A-Level definitions and consider the percentage of core tasks that are resourced, trained, and observed (Y or Q). The commander may subjectively raise or lower the C-Level. In determining the need for a subjective upgrade or downgrade of the C-Level, the commander will determine whether the subjective changed C-Level would be in consonance with the C-Level definitions listed on page 29 of this handbook. For instance, units missing important personnel or equipment should be guarded against a subjective upgrade to C-1. Subjective changes of two or more levels should expect close scrutiny from higher headquarters.

A subjective change of the C-Level does not permit a change to the resource and training ratings (P, R, S, and T). They will be reported without adjustment. A subjective change of the C-Level results in the requirement to submit a Reason Code (MCO 3000.13, Appendix E, Table E-2) and a **mandatory** remark.

CBRN

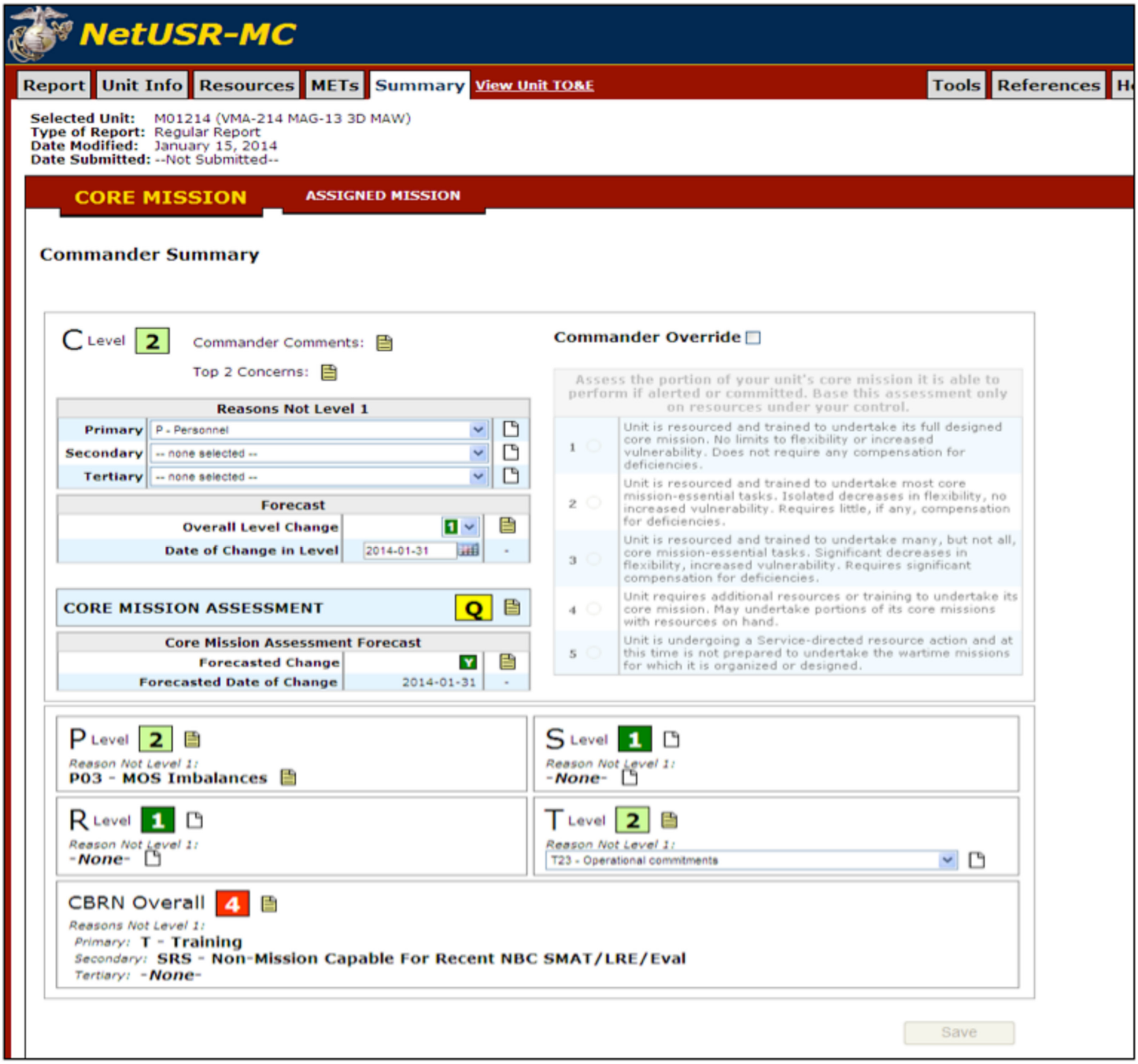


CBRN is a separate reporting requirement and does not automatically change the unit's C-Level. To accurately determine the CBRN training readiness, the Commander must consider how the individual Marine and the unit can survive, continue their mission, and perform all duties properly in a Chemical -Biological environment.

All units will report against their ability to execute their Core METs while in a Chemical-Biological environment. CBRN equipment on-hand and in the consolidated facilities must be considered to accurately determine CBRN equipment readiness. The five CBRN equipment areas are: **individual protection, detection, decontamination, radiation, and medical**.

The CBRN Overall Level is automatically calculated as the lesser of the reported S and T Levels. If the CBRN Overall Level is not 1, a primary reason code must be reported, along with a directed narrative in the comment section to further clarify the issue. The value of this drop down is also determined by the lesser of the reported S and T Levels and the "5 Level Override" checkbox. In the event that the reported levels are the same, you must choose the primary reason for which area is responsible for the CBRN Overall Level, an additional overall descriptive narrative is also required in the comment section. When the "5 Level Override" checkbox is checked, the primary reason code is automatically set to N - Unit is reporting C-5 per HQMC direction. The CBRN Forecast section is used to indicate a predicted change to your Overall CBRN Level and the date at which that change will occur. A remark must be entered to capture the reasons for the predicted level change.

Commander's Summary



The Commander's Summary page provides a means for the Commanding Officer to comment on the P, S, R, T and CBRN levels for both the Core and Assigned missions. When the level C, P, S, R, T and CBRN is not 1, the reason code dropdown will enable and a reason code must be selected. Commander's comments are required for the C-Level and A-Levels as well as the T-Level for the Core and Assigned Missions. It is essential for commanders to address their primary concerns that would cause a degradation of effectiveness to their execution of their assigned MET. If the Commanding Officer feels that the Calculated C or A levels do not accurately reflect his capability, the Commander may over-ride calculated C-Level or A-Level using the Commander Override Function as discussed on Page 34. The Commander must fully explain an override in the Commander's comments. C, P, S, R, or T l and CBRN levels less than "1" will "enable" the reason code drop down menu and a reason code must be selected.

If the Unit's Core or Assigned Mission Assessment is not "Y" then the **Commander must provide an explanation on the capability shortfall**, as well as the resources, training, or forces required to resolve the shortfall. Commanders must provide a forecast assessment and date when the shortfall will change and state why.

Commander's Top Two (2) Readiness Concerns:

Commanders should list their top two (2) readiness concerns to help the Marine Corps, Combatant Commands, and the Department of Defense to understand their capabilities to accomplish tactical, operational, and strategic goals.

Intermediate Level Units

The Summary page of an Intermediate Unit Report differs from that of a Regular Report in that it allows for a subjective assessment of the Personnel and Equipment resource levels. The above example shows the resource level section of the Summary page for an Intermediate Unit report. Use the dropdowns to select a level for the resource. When the level is not 1, the reason code dropdown will enable and a reason code must be selected.

Intermediate commands are Marine Expeditionary Forces, Marine Expeditionary Brigades (when deployed), Marine Expeditionary Units, Divisions, Wings, Marine Logistics Groups, Regiments, Marine Aircraft Groups, other Groups, and Marine Expeditionary Force Headquarters Groups. All units from battalion/squadron commands through Marine Force Components report, but only units under Marine Force Components (including the MEF) complete all aspects of the report.

Intermediate Level Commanders assess their units' ability to perform core/assigned missions and forecast when those assessments will change. The readiness assessments of subordinate units will be taken into consideration.

Ensure your subordinate commanders review their reports and appropriately staff assessments. You may deem it prudent to host monthly readiness meetings, where subordinate commanders brief you on their unit's readiness (current and projected) so you can help manage their readiness.

Additional Information

Subjective Upgrade/Downgrade of C or A-Level

(Commander's Override Field)

The Commander's Override field is located on the Commander's summary page. In determining the need for a subjective upgrade or downgrade, you will decide whether the calculated C or A-Level is in consonance with the appropriate definitions and the intent of readiness resource reporting. Readiness reports are not a performance report; they are a resource report to determine where resources might most effectively be applied. You must include a narrative summary explaining the rationale under the Commander's comments, when subjectively upgrading or downgrading the C-or A-Level.

Forecast Change Date

You must provide a change level and date if you are reporting other than C-1/A-1. The forecast get well date is a best estimate of when you anticipate the C-Level or A-Level will change. You may also use this field to report an anticipated decline in your C-Level. Remarks should be included to explain the rationale for the Commander's forecast. For example, "Anticipate crews being combat ready by YYYYMMDD after gunnery qualifications."

When units have an assigned mission with a start and end date, there is no requirement to forecast a change in level following the completion date of the mission. For example, an infantry battalion assigned as a Battalion Landing Team has a BLT assigned mission and that unit is reporting A-1/Y. The commander is aware of the end of that mission assignment on a future date. At the point at which the unit stops being the BLT, it also stops forecasting and reporting against the assigned mission of being the BLT. In other words, it is only the change relevant to the mission at hand that matters.

Percentage Employed/Deployed

The primary reason field allows you to report the portion of your unit that is unavailable due to deployment or, in the case of reserve units, employed somewhere other than at home location. The unit will use an employ/deploy code when the percentages of the personnel/equipment losses reach 5% or more (MCO 3000.13, table G-6, page G-10). A remark will be made on the location of where that portion of the unit is employed/deployed. The employed/deployed field is found on the Commander's Summary Page in the primary and secondary reason fields.

Remarks Guidance

The Commander is responsible for the assessment of the unit. Make sure that your remarks explain the levels and put them in context. Be clear, concise and use plain English. Avoid the use of uncommon acronyms. If you do use acronyms, spell them out first.

You, as the Unit Commander, should be especially interested in what remarks are put into the Overall assessment of your unit's readiness. Your remarks explain the true readiness of your unit to perform its core and assigned missions.

Identify equipment and personnel shortfalls and the impact they have on the unit's overall core and assigned missions. Provide an estimate of the resources and the time required to achieve P, S, R, T levels of 1/2.

The key information needed is: what are the resources needed to get to C-1/C-2 and how long it will take to be ready once the resources are on hand. (i.e. *"80% TRAINED TO STANDARDS. NOT ABLE TO TRAIN AMPHIB OPS UNTIL DEC WHEN AMPHIB SHIPS AVAILABLE TO PERFORM AMPHIB PORTION OF MSN AFTER THIS TRNG."*)

Best Practices

To increase the accuracy and effectiveness of readiness reporting.

Think CAT!

- Assign a Commissioned Officer, Warrant Officer or Senior Staff NCO as the Unit Readiness Officer. (The Commanding Officer is accountable for the Unit Readiness Report.)
- Task the S-1, S-4, Maintenance Officer (if applicable), and Communications Officer with providing readiness information to the S-3 for data input into DRRS-MC.
- Establish a Unit Readiness Board that meets monthly. The board should be chaired by the Executive Officer (or other experienced officer) and facilitated by the Unit Readiness Officer. The board should consist of the S-1, S-3, S-4, Maintenance Officer (if applicable), and Communications Officer. Plan board meetings to leverage information gleaned from other Battle Rhythm events (e.g. Training Meetings).
- Use your DRRS-MC METs and Output Standards to design your annual training plan.
- Design annual training plans to include readiness level (C, P, S, R and T) milestones.
- Use the checklist on the following pages to improve reporting accuracy.

Commander's Checklist

- ❏ The C-Level or A-Level accurately reflects the unit's lowest resource level. If you subjectively changed ("X" up/down) your C-Level, or A-Level your Commander's remarks need to adequately explain the reason. Subjective changes of more than one level demand strong scrutiny.
    - ❍ E.g. Changed to A-2, when S-Level is S-3. Because host nation support is providing engineer equipment and contracted maintenance in support of the battalion's mission.
- ❏ If two or more resource areas are at the same low level, the Commander must determine which resource level has the greatest degradation to the unit's mission.
- ❏ Your unit's Current Unit Status Activity Code must reflect your current mission accurately (e.g., Undergoing Training (TR), Combat Support (CS), Actual Combat (CA). Non-mobilized reserve units will use (NA) RC training not annual ADT.
- ❏ Non-deployable personnel must be correctly broken down by category. (See MCO 3000.13 for non-deployable categories)
- ❏ Report the three most critical MOSs that have the greatest impact to the unit's Core mission.
- ❏ Personnel and equipment are accurately reflected.
- ❏ Personnel and equipment given to task organized units are properly reported by both the losing and gaining commands.
- ❏ All comments are clear, concise, written in plain English, and do not use uncommon or MOS specific acronyms.
- ❏ Remarks should explain the impact of the resource levels on your unit's readiness for both core and assigned missions.
    - ❍ Mandatory remarks if S and/or R-Levels are not 1: List equipment types with problems; state numbers possessed or in-reporting status; number available or in-reporting status that are mission capable; problems causes if known; identify requested assistance; and highlight further required actions. EXAMPLE: 8 of a PMAA of 12 aircraft are in-reporting status. 3 of the 8 are not mission capable for structural repair, which MALS will assist with completing within 24 hours. 4 aircraft out of reporting status are at depot. No further actions required.
- ❏ Explain what help is required to improve readiness for the unit.
- ❏ C and A levels should correlate to the mission capability assessments (Y/Q/N) as depicted in Table E-3, MCO 3000.13.
- ❏ Use the Remarks Guidance on Page 30 as a guide.
- ❏ Units reporting C1/C2 should be a YES or Qualified YES in Core Assessment. Units reporting C3/4/5 should be a NO.
- ❏ List the Commander's Top Two Readiness Concerns to help HQMC, COCOMs & DoD to understand the capabilities of the unit to accomplish tactical, operational, and strategic goals.

For Intermediate Level Commands:

- ❏ The readiness report should consider the collective readiness of your subordinate units.
- ❏ Resources comments must contain pertinent information concerning the readiness of your command as a whole.
- ❏ The report should avoid cutting and pasting of subordinate unit comments.
- ❏ There should be established procedures in place to monitor the readiness reporting of subordinate units to ensure their timeliness and accuracy.
- ❏ Establish procedures that ensure the timeliness and accuracy of your own readiness report.
- ❏ List the Commander's Top Two Readiness Concerns.
- ❏ Ensure subordinate commands adequately explain reports and provide sufficient detail to understand resource concerns.

Readiness Points of Contact:

HQMC, Operations Division, (POR) Readiness Branch, Area code (703), DSN (312 – CONUS DSN Area code), DSN Prefix (671)

Readiness Branch Head	571-1064
Readiness Deputy Branch Head	571-1063
Systems Section	571-1031/1032/1018
Readiness Section	571-1033/1029
Organizational Mailbox	PP&O_POR@hqmc.usmc.mil
Unclassified Website:	http://www.hqmc.marines.mil/ppo/Units/OperationsDivision(PO)/ReadinessBranch(POR).aspx

References:

Statutory:

DOD Directive 7730.65: Department of Defense Readiness Reporting System

DOD Instruction 3110.05: Readiness Based Material Condition Reporting for Mission Essential Systems and Equipment

CJCS Instruction 3401.02B: Force Readiness Reporting

CJCS Guide 3401D: Chairman's Readiness System

CJCS Manual 3150.02B: Global Status of Resources and Training System

MCO 3000.13: Marine Corps Readiness Reporting Standard Operating Procedures

MCBul 3000: Marine Corps Readiness Reportable Ground Equipment

MCO 3000.11E: Ground Equipment Condition and Supply Material Readiness Reporting

MCO 3501.1C: Marine Corps Combat Readiness and Evaluation System

Non-Statutory:

Marine Corps Doctrinal Publication 1 – Warfighting

Marine Corps Doctrinal Publication 3 – Expeditionary Operations

Betts, Richard K., Military Readiness: Concepts, Choices, Consequences, The Brookings Institution, Washington, DC 1995.

Jones, Frank L., A Hollow Army Reappraised, Strategic Studies Institute, Carlisle, PA, 2012.

Robinson, Jondrow, Junor & Oi, Avoiding a Hollow Force: An Examination of Navy Readiness, Center for Naval Analysis, Alexandria, VA 1996.

Subcommittee on Readiness, House Armed Services Committee, Readiness in the Age of Austerity, House of Representatives of the United States, Washington, DC 2012.

Subcommittee on Readiness and Management, Senate Armed Services Committee, The Current Readiness of U.S. Forces, United States Senate, Washington, DC 2010.

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