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OPNAVINST 3500.40A

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15 May 2012

OPNAV INSTRUCTION 3500.40A

From: Chief of Naval Operations

Subj: OPERATIONAL LEVEL OF WAR EDUCATION AND TRAINING

Encl: (1) OLV Maritime Operations Center (MOC) Training Continuum (TC)  
(2) Maritime Staff Operators Course (MSOC) Information Sheet  
(3) Maritime Advanced Warfighting School (MAWS)  
(4) Executive Level Operational Level of Warfare Course (ELOC) Information Sheet  
(5) Joint Force Maritime Component Commander (JFMCC) Course Information Sheet  
(6) Combined Force Maritime Component Commander (CFMCC) Course Information Sheet  
(7) The Gravely Naval Warfare Research Group Elective

1. Purpose. To outline objectives, roles and responsibilities for the administration of an operational level of war (OLW) education and training continuum (TC) applicable to maritime operations centers (MOC), maritime staffs, designated Navy component commanders (NCC), numbered fleet commanders (NFC), and associated maritime staffs.

2. Cancellation. OPNAVINST 3500.40.

3. Background. NCCs and NFCs must be organized, trained, and equipped, to provide operational command and control (C2) for naval, joint, interagency and combined forces. Education and training occurs and is practiced in a variety of forums for the different maritime staff positions. The various forums must be closely interlinked to ensure accurate, timely and consistent information is being provided to staff personnel.

4. Discussion. The purpose of the OLW education and TC is to provide comprehensive, inclusive, and dedicated OLW education and training to NCC, NFC, and maritime commanders and staffs. Education and training will occur as a continuum in order to

maintain maritime force readiness and proficiency. Further, this continuum will address conditions of normal and routine operations as well as contingency missions across the full range of military operations (ROMO).

a. This education and TC will be collaborative and evolutionary.

b. Commander, United States Fleet Forces Command (COMUSFLTFORCOM) is the overall lead for fleet training. President, Naval War College (NAVWARCOL) is the overall lead for OLW education and provides OLW education for senior enlisted personnel, officers and flag officers. COMUSFLTFORCOM and President, NAVWARCOL will collaborate to form the core of the elements required to provide requisite OLW education and training for each MOC and observe each MOC perform mission essential tasks (METs), focusing on the service and functional component roles across the ROMO. Enclosures (1) through (7) provide additional detailed information on MOC TC courses.

c. Observations of NCC and NFC MOCs and lessons learned will identify capability gaps at the OLW and inform tailored solutions across doctrine, organization, training, material, leadership and education, personnel, and facilities (DOTMLPF) to enable the delivery of optimal and standardized naval capabilities to the combatant commanders (CCDRs).

d. Additionally, the OLW education and TC will assist in the discovery and dissemination of effective practices across all the fleet MOCs to facilitate mission accomplishment and advance commonality and standardization among the Navy MOCs where applicable.

5. Scope. This instruction applies to COMUSFLTFORCOM, President, NAVWARCOL and designated NCC and NFCs in the execution of the OLW education and TC for MOC staffs.

## 6. Responsibilities

a. Chief of Naval Operations

(1) The Deputy Chief of Naval Operations for Operations, Plans, and Strategy (CNO N3/N5) acts as the warfare coordination authority for OLW issues.

(2) The Deputy Chief of Naval Operations, Information Dominance/Director of Naval Intelligence (OPNAV N2/N6) acts as the Office of the Chief of Naval Operations (OPNAV) resource sponsorship coordination authority for MOCs.

b. COMUSFLTFORCOM

(1) Responsible for the training, manning, and equipping of all MOCs.

(2) Develop and maintain MOC policy and provide guidance for the conduct of OLW training.

(3) In consultation with Commander, U.S. Pacific Fleet (COMPACFLT); Commander, U.S. Naval Forces Europe (COMUSNAVEUR)/Commander, U.S. Naval Forces Africa (COMUSNAVAF)/Commander, 6th Fleet (COMSIXTHFLT); Commander, U.S. Naval Forces Central Command (COMUSNAVCENT)/Commander, 5th Fleet (COMFIFTHFLT); Commander, U.S. Naval Forces Southern Command (COMUSNAVSO)/Commander, 4th Fleet (COMFOURTHFLT); Commander, Fleet Cyber Command (COMFLTTCYBERCOM)/Commander, 10th Fleet (COMTENTHFLT); Commander, 3rd Fleet (COMTHIRDFLT); Commander, 7th Fleet (COMSEVENTHFLT); and President, NAVWARCOL; implement and execute the OLW education and TC.

(4) Collaborate with President, NAVWARCOL to provide a Navy MOC training team (MTT) that supports Navy NCC, NFC, and associated maritime staffs as requested during operations and exercises.

(5) Validate manpower, equipment, and training requirements.

(6) Program, budget and execute the funding required to conduct OLW education and training.

c. President, NAVWARCOL

(1) Provide education and development for flag officers who are potential future NCCs and NFCs via the joint force maritime component commander (JFMCC) and combined force maritime component commander (CFMCC) courses.

(2) Provide OLV education for flag officers who are en-route maritime staffs that will interact with NCCs and NFCs as either a combined task force or supporting maritime force via tailored flag officer development.

(3) Provide executive level OLV education for O-6s assigned to maritime staffs via an executive level OLV course.

(4) Support designated NCC, NFC, and associated maritime staffs by providing their prospective senior enlisted and officer personnel en route education on OLV concepts.

(5) Collaborate with COMUSFLTFORCOM to provide a Navy MTT that supports Navy NCC, NFC, and associated maritime staffs as requested during operations and exercises.

(6) Support NCC, NFC, and associated maritime staffs by providing senior advisors and facilitators for OLV education and TC events as possible.

d. Designated MOCs (COMUSFLTFORCOM, COMPACFLT, COMUSNAVEUR/COMUSNAVEUR/COMSIXTHFLT, COMUSNAVCENT/COMFIFTHFLT, COMUSNAVSO/COMFOURTHFLT, COMFLTTCYBERCOM/COMTENTHFLT, COMTHIRDFLT, and COMSEVENTHFLT) will:

(1) Coordinate with the Navy MTT for OLV education and training of their personnel.

(2) Coordinate with COMUSFLTFORCOM for the validation of their DOTMLPF requirements.

(3) Establish and conduct liaison with the applicable CCDR and NCC to ensure MOC OLV education and training are consistent with theater requirements.

(4) As required, support other MOCs in operations and exercises, including scheduled major training events.

7. Action. COMUSFLTFORCOM and President, NAVWARCOL shall review this instruction annually for changes as required. COMUSFLTFORCOM and President, NAVWARCOL shall coordinate, to include development of any supporting memoranda of agreement or memoranda of understanding to ensure education and training provided to NCC, NFC, and associated maritime staffs are

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integrated and consistent with established Navy or joint doctrine and advance the commonality of Navy MOCs in consonance with their assigned missions.

8. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy Manual 5210.1 of January 2012.



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Vice Admiral, U.S. Navy  
Director, Navy Staff

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OLW Maritime Operations Center (MOC) Training Continuum (TC)

1. Overview. The MOC TC is an important step in the evolution of individual training and education, and organizational level training of MOC staffs across the fleet, as well as the development of requisite operational level capabilities. Commanders continue to request MOC TC involvement in training programs with earlier coordination and oversight, and in-depth understanding of effective practices as they continue to develop.

2. Intent. The MOC TC addresses operational level individual education and organizational training continuity to ensure MOCs form, organize, develop, achieve proficiency, and sustain capability in a relatively standardized manner. The Navy MOC TC is responsible for providing a common framework for each of the MOCs, while recognizing their unique requirements in fulfilling assigned missions. Therefore, the Navy MOC TC must provide support on a continuous basis to assist each MOC as it determines and or refines its tailored METs, required capabilities, organizational structure, manning requirements and competencies, and collaboration and coordination requirements within and outside the headquarters (HQ), processes, and battle rhythm in support of the commander's decision cycle. Once fleet MOCs determine these requirements and reach an acceptable level of maturity, the education and training tools must remain available as the command demonstrates capability and proficiency at identified events and sustains that level indefinitely. It is vital for the MOC TC to maintain regular interaction with all MOC staffs to ensure academic and training proficiency is maintained and noted weaknesses are improved upon. Figures 1 through 3 present a simple progression of a fleet MOC's TC in one 2-year cycle.

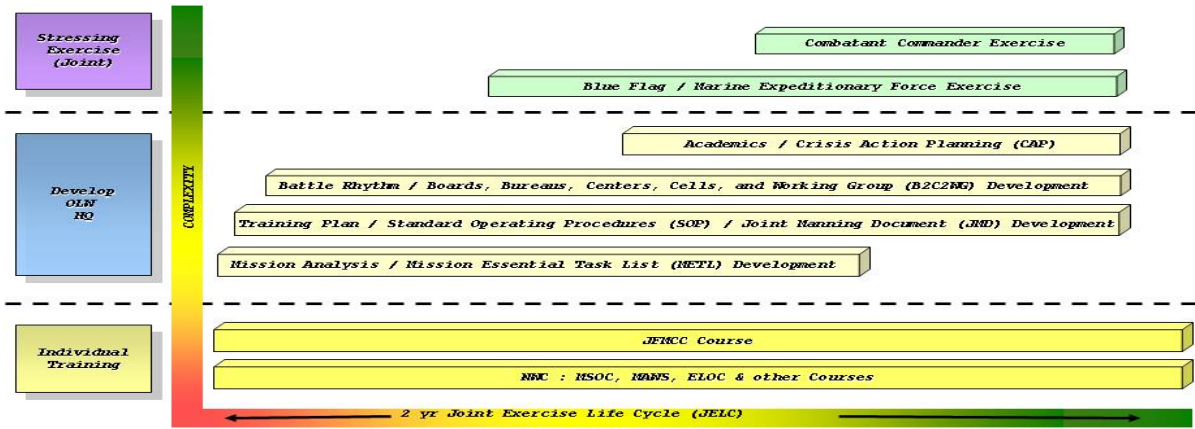


Figure 1: Navy MOC Training Continuum

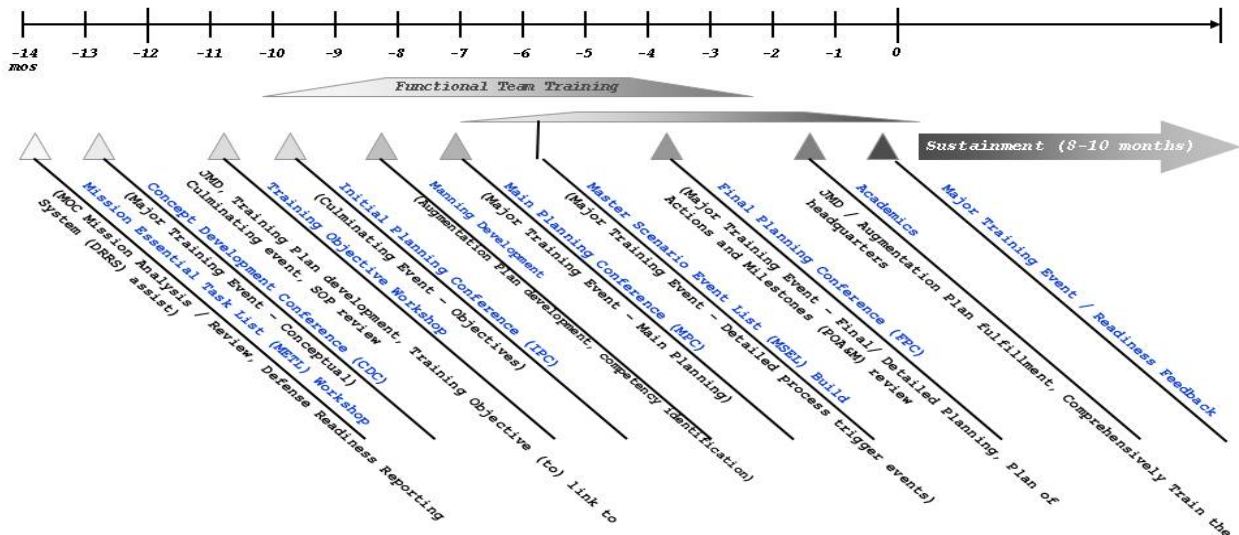


Figure 2: Exercise Life Cycle of MOC TC

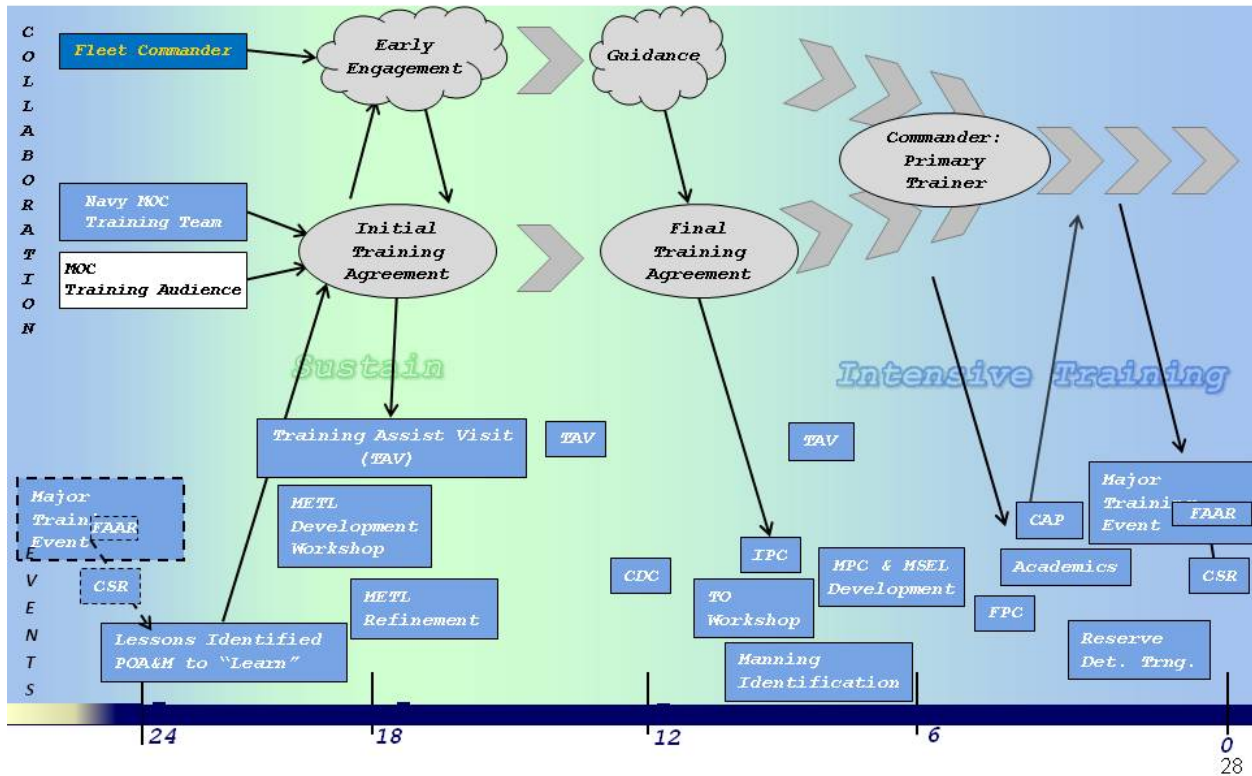


Figure 3: Notional Navy MOC TC (2-year cycle)

3. Training and Education. Organizational training at fleet MOCs focuses on the instruction of personnel to enhance their capability to perform specific functions and tasks. Further, training is instruction and applied exercises for acquiring and retaining skills, knowledge, and abilities required to complete specific tasks. The MOC TC includes mission rehearsals, instruction, and "over the shoulder" training of individuals and staffs using Navy and joint doctrine or Navy and joint tactics, techniques, and procedures. This prepares NCC and NFC MOC staffs to respond to operational requirements considered necessary by the CDRs to execute their assigned or anticipated missions. Finally, training and education are complementary and not mutually exclusive throughout the TC. Elements of education and training are often blended by COMUSFLTFORCOM and NAVWARCOL MOC TC personnel in delivery to achieve desired learning objectives and ultimate performance outcomes. Virtually all



military schools and professional development programs include elements of both education and training in their academic programs.

4. TCs Across MOCs. MOCs differ in several areas, including: maturity of the operational level HQ, degree of missions assigned, priority of contingency operations, span of control, access to operational forces, size of the HQ, maritime HQ versus MOC organization, systems and applications required, and operational focus on warfare versus large-scale aid and assistance. However, MOCs share a large degree of commonality in organization, competencies, systems requirements, processes, battle rhythm, and commander's involvement. The differences primarily include tailored essential tasks, available manning and augmentation, and physical location or layout of facilities. Missions share some commonality, even though the MOC regions and AORs differ. The maturity of the operational-level capability at an HQ is the primary driver of MOC TC success. Some MOCs have been operational-level HQ for many years, before the "MOC" was a concept, whereas others are still developing their contingency missions and role in improving readiness levels. Mature MOCs may be reluctant to become involved in the TC, as they have been operating for years without a continuum from a maritime perspective. However these more mature MOCs continue to provide lessons learned and effective practices for less mature MOCs, and they too can benefit from the assistance provided in the MOC TC. In some cases, the TC will focus on observing proficiency more frequently, while reviewing METs, organizational structure, manning, and equipping needs only as requested. In others, a full continuum approach to forming the MOC will be necessary to validate all mission requirements on a 2-year cycle, continuously improving the capability of the MOC until it reaches maturity. The Navy MOC TC will tailor support for each MOC. The MOC TC must be able to share effective practices across the fleet. Specific practices apply to all aspects of the MOC, to include analyzing the mission; determining required capabilities; developing a training plan; developing a manning document and augmentation plan; determining systems and facility requirements; and designing an exercise program that supports training objectives and proficiency requirements, team and organizational training, and processes and products supporting decision-making.

5. Supporting Products. In order for the TC to have the intended effect as a methodology to form and sustain all MOCs in a common fashion, it is recommended each MOC achieve specific milestones through regular interaction with the training team. Forming and sustaining the readiness of the MOCs includes much more than training, and the Navy MOC TC must be prepared to support as many of the readiness aspects of a MOC as is practical. Although the focus of the MOC TC is on process and methodology, it is important to realize the minimum products each mature MOC possesses include:

a. Mission analysis for each mission assigned to the MOC (numbered plans, named contingencies, and operations in progress).

b. Mission objectives and desired effects and conditions for theater security cooperation and contingency missions.

c. Training plan, to include training objectives, relationship to METs, and an exercise program to support the development and sustainment of required competencies and demonstrated proficiency.

d. Manning document, describing names, billets, position descriptions, and competencies required for each contingency that would require the HQ to expand and augment its capacity.

e. Minimum essential equipment list, to include systems required above and beyond Spiral 8, Spiral 10, and Build 12. SOP for the MOC HQ, describing how the command supports commander's decisions. Knowledge and information management plan to describe collaboration requirements, business rules, digital ROE, and battle rhythm requirements.

f. Exercise directive, as well as all exercise support documentation, simulation build and tools, MSEL injects, and exercise objectives for a major training event to provide proficiency observations to the commander (at least bi-annually).

MARITIME STAFF OPERATORS COURSE (MSOC) INFORMATION SHEET

1. Course Information. Category - Education; Name - Maritime Staff Operators Course (MSOC); Organization - U.S. Naval War College, College of Operational and Strategic Leadership, Operational Level Programs, Newport, RI.

2. Course Focus, Goal and Objectives

a. Course Focus

(1) This course examines both the art and science associated with military activities across the ROMO. It includes MOC concepts and substantial application of the Navy planning process (NPP). MSOC incorporates seminars, lectures, and practical exercises using a realistic maritime scenario. It culminates with a synthesizing battle lab exercise designed to replicate the organization, processes, procedures, and C2 tools of a nominal MOC.

(2) The focus of this course is on maritime operations at the operational level of war. The construct is inherently joint, and uses both Navy and joint doctrine as standard references. Accordingly, it emphasizes the application of maritime capabilities through a CFMCC or JFMCC and its relevance and value to the joint force commander (JFC). Students apply planning skills and maritime staff processes and procedures across numerous maritime lines of operation (LOOs).

b. Course Goal

(1) Navy's goal is to educate and prepare students to immediately and effectively serve on maritime operational-level staffs. A practitioner's approach is applied requiring hands-on student participation. Student-produced deliverables include military briefings and mission-type orders (e.g., operations orders and fragmentation orders) and daily directive orders and intentions messages.

(2) The course builds on fundamentals and culminates with the planning of multiple LOOs during the execution phase of MSOC. This course is designed to produce personnel who are capable of performing in a high-tempo, fluid operational environment, specifically:

(a) Skilled in providing support to the commander's decision cycle (monitor-assess-plan-direct-communicate) to C2 maritime forces;

(b) Skilled in applying operational art in naval, joint, interagency, and multinational maritime environments;

(c) Skilled in using the NPP as a member of an operational planning team (OPT) within a MOC;

(d) Capable of exercising and synchronizing operational level functions: C2, intelligence, sustainment, movement and maneuver, fires, and protection;

(e) Capable of critical thought as it relates to operational leadership challenges;

(f) Competent in the maritime dimensions of warfare including the full range of naval capabilities, maritime C2, and operational warfare at sea;

(g) Capable of managing the flow of information within a staff and among subordinate commands or activities, adjacent components, and higher headquarters staffs while working within a collaborative HQ environment;

(h) Able to operate within a battle rhythm and participate effectively in any MOC B2C2WG; and apply appropriate control measures to direct subordinate tactical forces.

c. Course Objectives

(1) Comprehend the strategic context, fundamentals of naval and joint operations, operational art and design, and relationship of operational art to strategy and tactics.

(2) Analyze the organization and functions of a maritime component staff in order to C2 maritime, joint, and multinational forces across the ROMO.

(3) Apply and analyze the NPP and how to use that process to create plans and orders at the OLW.

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(4) Synthesize course fundamentals as a member of a MOC during execution in a realistic scenario.

3. Course Administrative/Quota Control. (401) 841-3685; Defense Switched Network (DSN) 841-3685.

4. Course Length. 5 weeks.

5. Prerequisites. Primary professional military education (PME).

6. Security Clearance. Secret.

7. Course Attendees. Targeted audience for MSOC is E7-05.

MARITIME ADVANCED WARFIGHTING SCHOOL (MAWS)

1. Course Information. Category - Education; Name - Maritime Advanced Warfighting School (MAWS); Organization - U.S. Naval War College, Dean of Academics, Newport, RI.

2. Course Focus, Goal and Objectives. The MAWS is an integral component of the NAVWARCOL educational mission to develop strategic and operational leaders with the skills required to plan, execute, and assess combined, joint, and naval operations. In a 21st century of complicated threat and opportunity, joint, NCCs, and NFCs increasingly require officers who are warfare proven, skilled in operational planning, and well able to apply maritime power effectively. Such skills are essential in an environment of exceptional speed and complexity; officers must develop them through practical experience built upon a solid educational foundation. The MAWS mission is to provide this educational experience to officers who are then assigned to planner billets on NFC, NCC, and CCDR staffs, and postured to fill key leadership positions within their respective warfare communities. MAWS educates officers to be operational-level leaders: to understand and apply maritime power effectively; to stand up and lead OPTs; and to think creatively and critically by evaluating complex, chaotic security problems, identifying key causes and effects, developing exhaustive alternatives, and effectively implementing the best courses of action. MAWS also educates officers to conduct effective operational planning as members of planning teams in multinational, interagency, joint, and maritime environments. A primary aspect of this second objective is uninterrupted interface with other Service and joint planners to improve the working relationship necessary in the joint planning and execution community. MAWS imparts significant maritime and joint planning knowledge and skills to select all-Service officers for subsequent assignment to the numbered fleets, Navy components, U.S. combatant commands, and analogous operational war fighting staffs. MAWS graduates are peers to the graduates of the other U.S. advanced war fighting schools: Army's School of Advanced Military Studies (SAMS) at Fort Leavenworth; the Marine Corps School of Advanced Warfighting (SAW) at Quantico; the Air Force School of Advanced Air and Space Studies (SAASS) at Maxwell Air Force Base (AFB); and the Joint Advanced Warfighting School (JAWS) at the Joint Forces Staff College, Norfolk, VA.

a. MAWS educates and provides officers who can:

(1) Conduct sophisticated multinational, interagency, joint, and component planning, execution, and assessment at the OLW. Capability includes estimate process, plan development, force organization, order writing, execution, and running estimates in the crisis action, adaptive, and contingency environments.

(2) Organize and lead an OPT. Serve effectively as principal element leader in a joint planning group.

(3) Understand and speak all operational planner language -- multinational, interagency, joint, component, and Service.

(4) Comprehensively understand and apply national security policy and strategy; national military strategy; national maritime strategy and power; theater strategy, campaigns, and plans; and relevant multinational concerns to operational planning, execution, and assessment.

(5) Think critically and apply results effectively. Graduates are skilled at evaluating a complex, chaotic security problem, identifying key causes and effects, developing an exhaustive set of alternatives to solve the problem, and implementing effectively the chosen alternative.

(6) Competently represent and communicate maritime capabilities, limitations, doctrine, and requirements. Make well-qualified judgments concerning all aspects of maritime force employment. Develop new maritime operational concepts.

(7) Plan effectively with graduates of the other advanced war fighting schools.

b. MAWS Components

(1) Naval Operational Planner Course (NOPC). NOPC is a 13-month, educational course of study, integrated with the College of Naval Command and Staff (CNC&S) (intermediate level college (ILC)) curriculum. NOPC has three components:

(a) Participation in the resident ILC core courses: National Security Decision Making, Strategy and War, and a NOPC-tailored Joint Maritime Operations syllabus.

(b) Second, the students take three expanded electives that collectively constitute area of study "Joint Operational Planning."

(c) The course concludes with a 3-month, practical planning task in direct support of joint or Navy operational-level commanders, including U.S. CCDRs, joint task force (JTF) commanders, and NCCs.

(2) Joint and Interagency Interface. MAWS students participate in a systematic program of joint and interagency education and activities. The program includes modules taught by visiting teams of subject matter experts (e.g., joint information operations (IO) planning and education) and travel to other sites for exercises, war games, and collaboration with planners in other commands and agencies. This includes the annual Theater Campaign Wargame at Maxwell AFB, attended by all Service and joint planner schools, and planning seminars at the Department of State, Central Intelligence Agency, United States Agency for International Development, and other national capital organizations.

(3) Direct-Support and Leadership Development. As MAWS students become proficient in operational planning and execution, they routinely travel to joint and Navy operational commands for temporary assignments as member or directors of OPTs. These temporary assignments normally take place during the final 3 months of the 13-month MAWS program, but may also occur after MAWS graduation for officers with time available between permanent duty stations. The MAWS faculty provides similar direct-support to operational commands throughout the academic year on a not-to-interfere basis with MAWS curriculum development and execution.

(4) MAWS Electives. Electives complement the NAVWARCOL core courses, maintain consistency with related material covered in the Navy's education and TC, and provide students with the skills necessary to meet the MAWS learning objectives. MAWS electives concentrate on operational art and operational-level



planning fundamentals, to include focused study of planning considerations at the maritime functional component level and the JTF level.

(a) Fundamentals: Operational Art and Doctrine. Introduction to MAWS and the NPP; classical thinkers; naval tactics; naval operations; design of major naval operations; operational factors; operational functions; elements of operational warfare; center of gravity development and deconstruction; operational art exam; review of Joint Operation Planning and Execution System, consolidated planning guidance, Joint Strategic Capabilities Plan (JSCP), and the projected operational environment; review of Joint Publications 1, 3-0, and 5-0; review of Naval Doctrine Publication 5, and Navy Warfare Publication 5-01 (Navy Planning Process); adaptive planning, and combatant command planner perspective.

(b) The NPP and the JFMCC Environment. Brief introduction to JFMCC concept, C2, and force employment considerations for planners; addresses the NPP with practical exercise (joint intelligence preparation of the environment through course of action decision).

(c) Operational Planning Considerations for the JFC. Introduction to the JTF construct, and JFC planning processes and organization; Joint Force Land Component Commander, Joint Force Air Component Commander, Joint Force Special Operations Component Commander, and JFMCC employment considerations; JTF boards, centers and cells; joint deployment process and exposure to force flow planning tools; introduction and practical application of the standing joint force HQ concept. Mini-courses by guest experts on IO and effects-based approach to operations are conducted concurrently with this elective. The students also participate in a 1-week theater campaign war game with the other advanced war fighting schools at Maxwell AFB, Alabama.

(5) Capstone Planning Project - 12 weeks. MAWS students are assigned as adjunct planning teams to a numbered fleet N5 (plans) or a standing Joint Force J5 planning staff, to develop JSCP and CCDRs-directed plans. These plans are typically (although not necessarily) maritime-focused, and each MAWS team conducts the appropriate planning process to meet the commander's guidance in development of the specific plan. The

process includes regular briefings (in-person and video teleconference) to the commanders and their staffs.

3. Course Administrative/Quota Control. (401) 841-2532; (401) 841-2534.

4. Course Length. Thirteen months; conducted in concert with attendance at U.S. NAVWARCOL, CNC&S.

5. Prerequisites. Concurrent attendance at the in-residence NAVWARCOL program in Newport, RI.

6. Security Clearance. Top Secret/Special Compartmented Information (SCI).

7. Course Attendees. U.S. military officers ordered to the August convening of the CNC&S are eligible for the 13-month MAWS. U.S. Navy officers are selected from the slate of unrestricted line warfare, IO, intelligence, and Supply Corps officers ordered to the CNC&S. Coast Guard, Army, Marine Corps, and Air Force officers are selected via consultation with their respective senior Service advisors at the NAVWARCOL. MAWS graduates receive the NAVWARCOL diploma, Master of Arts degree in National Security and Strategic Studies, and certification of Joint Professional Military Education (JPME) Phase I Intermediate Level completion. The NAVWARCOL awards joint operational planner designation to MAWS non-Navy graduates for translation into the appropriate Service-specific codes. MAWS Navy graduates receive additional qualification designation (AQD) "JP-1." This AQD is also awarded to Navy graduates of the other advanced warfighting schools (SAMS, SAW, SAASS, and JAWS). MAWS non-Navy graduates receive post-MAWS assignments as directed by their respective Services. Per specific Chief of Naval Personnel detailing rules, MAWS Navy graduates are assigned to (1) warfare community tours, or (2) operational planner billets on joint, Navy component, and numbered fleet staffs. Those who first go to warfare community tours are assigned thereafter to operational planner billets. Navy officers who attend MAWS or another advanced warfighting school, and then complete operational planner assignments receive AQD upgrade from "JP-1" to "JP-3."

EXECUTIVE LEVEL OPERATIONAL LEVEL OF WARFARE COURSE (ELOC)  
INFORMATION SHEET

1. Course Information. Category - Education; Name - Executive Level Operational Level of War Course (ELOC); Organization - U.S. Naval War College, College of Operational and Strategic Leadership, Operational Level Programs, Newport, RI.

2. Course Focus, Goal and Objectives. The ELOC provides a comprehensive approach for how maritime staffs must act to translate strategic objectives into operational actions in a proactive manner to ensure favorable outcomes and achievement of those objectives in a complex operational environment. Students will gain an appreciation of the critical role of senior staff leadership within the MOC to enable simultaneous maritime operations to:

- Translate commander's vision and guidance.
- Prioritize and manage staff resources.
- Synchronize and align staff activities (internally and externally).
- Employ functions and forces.
- Adapt the organization to mission requirements.

a. Course Goal. The goal of this course is to provide key insights to be able to understand both the commander and staff's perspective on MOC processes, procedures, relationships, coordination, and products and, most importantly, to understand what is required to align the two. The approach of this course is to provide attendees with the ability to be the link that aligns the commander's vision and intent with the staff's actions.

b. Course Objectives

(1) Learning Area 1 - Strategies

(a) Comprehend the strategic documents that guide the development of maritime strategy and their implications for the maritime component commander (MCC).

(b) Understand the implications of "A Cooperative Strategy for 21st Century Seapower."

(2) Learning Area 2 - Doctrine and Concepts. Understand how evolving maritime mission sets (ballistic missile defense, cyber warfare, fires, humanitarian assistance and disaster response, theater security cooperation) impact the conduct of maritime operational warfare.

(3) Learning Area 3 - Operational Art

(a) Appreciate that the MCC resides at the operational level and orchestrates tactical actions in consonance with strategic guidance.

(b) Comprehend C2 at the OLW and the pivotal role the fleet staff occupies in operational maritime warfare.

(4) Learning Area 4 - Planning and Execution Processes

(a) Understand how senior level staff participate in and apply the operations and supporting processes through the challenging dynamic of managing HQ and MOC resources in a practical manner.

(b) Comprehend, and provide fleet insights into, potential solutions to staff manning and level of decision authority.

(5) Learning Area 5 - C2. Understand the roles, relationships, and evolution of C2 within the maritime HQ and the MOC and the implications external to the MOC (vertically and horizontally).

(6) Learning Area 6 - Leadership

(a) Understand the senior staff's pivotal position in translating the commander's vision and guidance into action, both internal and external to the staff.

(b) Understand the need for the senior staff officer to anticipate and facilitate the translation of junior staff questions and concerns to the commander.

3. Course Administrative/Quota Control. (401) 841-3690; DSN 841-3690.

4. Course Length. 5 days.

5. Prerequisites. JPME Phase-I; completion of MSOC is desired and recommended.

6. Security Clearance. Secret.

7. Course Attendees. ELOC is focused at the senior staff leadership (O-6) billets. Preparation for the course is required to move discussions to the advanced level. Accordingly, attendance by the following senior staff members of the MOC and maritime HQ, and or their alternates, is considered appropriate:

- a. Chief of staff/chief staff officer
- b. Executive assistant(s)
- c. Personnel (N1)
- d. Intelligence (N2)
- e. Operations/MOC director (N3)
- f. Logistics/readiness (N4)
- g. Plans/policy (N5)
- h. Communications/information systems (N6)
- i. Training (N7)

JOINT FORCE MARITIME COMPONENT COMMANDER (JFMCC) COURSE  
INFORMATION SHEET

1. Course Information. Category - Education; Name - Joint Force Maritime Component Commander (JFMCC) Course; Organization - U.S. Naval War College, College of Operational and Strategic Leadership, Operational Level Programs, Newport, RI.
  
2. Course Focus, Goal and Objectives. The Navy's JFMCC course is a seminar-based, 1-week, flag-level course at the NAVWARCOL and is the senior executive component of the Navy's PME and JPME continuum for U.S. flag and general officers. Students come from the military services as selected by their service HQ. The JFMCC flag course addresses the practical challenges confronting the maritime operational commander. Actual operational concerns, and the JFMCC capabilities to address those concerns, are the basis for course discussions and study. Further, the course considers existing JFMCC concepts and doctrine, operational-level capabilities, C2 processes and applications, and the considerations and expectations of JFCs as well as supporting functional component commanders. NWC faculty members and active duty senior officers ensure course and session objectives are met. The course also brings in experienced subject matter experts as session leaders to develop perspectives necessary to effectively employ naval forces in a joint, coalition, or interagency environment.
  - a. Course Focus. The course is designed to prepare future maritime component commanders to plan and execute complex maritime operations. Taught at the classified level, only U.S. flag and general officers are permitted to attend. Most attendees are Navy flag officers, but a small number of flag and general officers from other U.S. services, and a very small number of Federal agency Senior Executive Service personnel, may attend.
  
  - b. Course Goal. The goal of the JFMCC flag course is to prepare future maritime component commanders to plan and execute complex maritime operations by:
    - (1) Developing perspectives necessary at the component commander level for flag and general officers to gain a high

degree of confidence with the concepts, systems, language, and processes to effectively employ naval forces in a joint, coalition, or interagency environment.

(2) Addressing the practical challenges confronting the commander at the operational level of warfare in the maritime domain.

(3) Serving as both a foundation and a catalyst for Navy cultural adjustments to accelerate evolution of JFMCC concepts and capabilities.

(4) Improving the ability of graduates to articulate the role of the maritime component in the design of a campaign plan to achieve the effects desired by the JFC.

c. JFMCC courses have evolved to focus on the emerging anti-access area denial (A2AD) maritime environment. The specific learning areas are:

(1) Understanding the maritime challenges of the A2AD environment.

(2) Commanding the maritime component.

(3) Creating an anticipatory and responsive organization.

(4) Integrating capabilities to the maritime component.

3. Course Administrative/Quota Control. (401) 841-3684; DSN 841-3684. For further information, contact the JFMCC flag course coordinator: [jfmcc.coordinator@usnwc.edu](mailto:jfmcc.coordinator@usnwc.edu). Add in the subject line: "JFMCC Flag Course." U.S. Navy flag officers who are interested in assignment to this course should contact the U.S. Navy Flag Matters staff at (703) 695-4989.

4. Course Length. Nominally 5 1/2 days.

5. Prerequisites: Not applicable.

6. Security Clearance: Top Secret/SCI.

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7. Course Attendees: Flag officers who are potential fleet commanders.



**COMBINED FORCE MARITIME COMPONENT COMMANDER (CFMCC) COURSE  
INFORMATION SHEET**

1. Course Information. Category - Education; Name - Combined Force Maritime Component Commander (CFMCC) Course; Organization - U.S. NAVWARCOL, College of Operational and Strategic Leadership, Operational Level Programs, Newport, RI.

2. Course Focus, Goal and Objectives. The CFMCC course is a 1-week, flag-level and senior O-6 level class that addresses the operational-level maritime security challenges faced by the nations of a specific region. It is comprised of flag and senior O-6 level officers from invited nations that operate in the region, plus flag and general officers from U.S. military services. Two courses are usually held each year, hosted by regional U.S. Navy commanders (i.e., COMPACFLT, COMUSNAVEUR/COMUSNAVAF, and COMUSNAVCENT). It is taught at the unclassified level.

a. Course Focus. The course develops a network of leaders, focused on the operational level, in support of cooperation in the theater, and oriented toward maritime security. It serves as a forum to develop and deepen relationships based upon trust and confidence among stakeholders and nations in the framework of regional challenges. It also helps to evolve the combined maritime C2 concepts, while advancing the understanding of regional security issues facing participating nations.

b. Course Goal. The CFMCC flag course provides executive-level attendees with the background and perspective to effectively and efficiently integrate unique maritime capabilities in support of the objectives of the combined force, while recognizing the possibility of competing national objectives of participating nations by:

(1) Understanding actual regional concerns.

(2) Comprehending CFMCC capabilities to address those concerns.

(3) Creating an environment based on principles of transparency, non-attribution, and mutual respect for participants to provide a comfortable forum for open discussion of issues.

(4) Appreciating the various national perspectives and capabilities involved in a combined force.

(5) Developing perspectives necessary to effectively employ naval forces in a joint, coalition, or interagency environment.

3. Course Administrative/Quota Control. (401) 841-3684; DSN 841-3684. For further information contact the CFMCC Flag Course Coordinator: [jfmcc.coordinator@usnwc.edu](mailto:jfmcc.coordinator@usnwc.edu). Add in the subject line: "CFMCC Flag Course." U.S. Navy flag officers who are interested in assignment to this course should contact the U.S. Navy Flag Matters staff at (703) 695-4989.

4. Course Length. Nominally 7 days.

5. Prerequisites. Not applicable.

6. Security Clearance. Unclassified.

7. Course Attendees. CFMCC is focused on naval flag officers responsible for leading multi-national regional maritime coordination and operations.

**THE GRAVELY NAVAL WARFARE RESEARCH GROUP ELECTIVE**

1. Course Information. Category - Education; Name - The Gravely Naval Warfare Research Group; Organization - U.S. NAVWARCOL, College of Naval Warfare Studies, Warfare Analysis and Research Department, Newport, RI.
  
2. Course Focus, Goal and Objectives. The "Gravely Group" represents the evolution of the war college as a learning organization that is advancing a shared vision of excellence and innovation while promoting professional development among a broad group of military professionals. The Gravely Group program is currently focused on research and concept development in the integrated air and missile defense and the undersea warfare areas. Advanced graduate research and innovation projects conducted by Gravely NAVWARCOL students continue the Halsey process and directly support warfare development and operations planning. Gravely students earn a Master of Arts Degree in National Security and Strategic Studies while acquiring an AQD in integrated air and missile defense or undersea warfare.
  - a. Under faculty mentorship, Gravely warrior-scholars engage in collaborative research projects, complete individual advanced research, and participate in group concept assessments that inform warfare centers of excellence, fleet commanders, planners and warfighters. Gravely warrior-scholars apply their warfighting experience, explore the art of the possible, and then exercise ingenuity to create concepts for employment of emerging capabilities at the OLW.
  
  - b. The Gravely program links war college course work with warfare elective curricula, and a trimester dedicated to individual graduate research. Gravely findings and concepts are delivered in the form of graduate research papers and presentations including an annual presentation of findings to the Chief of Naval Operations.
  
  - c. Gravely alumni serve in critical roles throughout the Navy and the joint force where their research and education are applied to evolving warfare capabilities.
  
  - d. Gravely research and collaboration with warfighters, planners and acquisition professionals offers the opportunity

for NAVWARCOL students to initiate concept development and inform warfare centers of excellence on studies to improve mission areas. Establishment of the Gravely Naval Warfare Research Group at the NAVWARCOL represents the evolution of a learning organization to advance a shared vision of excellence and innovation while promoting professional development.

e. Halsey and Gravely Group graduates populate ballistic missile defense billets in the joint force world-wide.

f. Program deliverables, events and outcomes include:

- (1) Compass check white papers
- (2) Advanced research projects
- (3) Warfare concept assessments and workshops
- (4) Warfare area conferences
- (5) Direct research support to the operating force, OPNAV and warfighting centers of excellence
- (6) Operational experimentation design
- (7) Gravely fellows

3. Course Administrative/Quota Control. For information on how to become a Gravely Group warrior-scholar, contact (401) 841-2674; DSN 841-2674.

4. Course Length. Ten to twelve months; conducted as an advanced research elective in conjunction with in-resident NAVWARCOL academic program.

5. Prerequisites. Concurrent attendance at the in-residence NAVWARCOL program in Newport, Rhode Island.

6. Security Clearance. Top Secret/SCI.

7. Course Attendees. Gravely Group warrior-scholars come from professionals dedicated to the warfare development and operations planning associated with integrated air and missile defense and the undersea warfare areas. Upon completion of

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their research projects and graduation from NWC, research fellows will be certified as Gravely research fellows and be awarded an additional qualification designation (AQD-273).