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MARINE CORPS ORDER 5250.1

From: Commandant of the Marine Corps
To: Distribution List

Subj: HUMAN RESOURCE DEVELOPMENT PROCESS (HRDP)

Ref: See Enclosure (1)

Encl: (1) Reference List
(2) Human Resource Development Process Manual

1. Situation

a. The Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA) is the Marine Corps Human Resource Development Process (HRDP) owner. The HRDP owner is responsible for defining the Active Component (AC) and Reserve Component (RC) manpower production requirements and managing the inventory of Marines to meet force requirements defined and approved by the Deputy Commandant, Combat Development and Integration (DC, CD&I). This Order formalizes members, roles, relationships and processes currently published within multiple existing policies into one overarching order. This order is in accordance with references (a) through (ab).

b. DC, M&RA, DC, CD&I, and the Commanding General, Training and Education Command (CG, TECOM) are the primary 3-Star pillar owners of the HRDP. At two and one star levels, the Manpower Plans and Policy Division, Manpower Management Division, Reserve Affairs Division, Capabilities Development Directorate, Marine Corps Recruiting Command, and Training Command support the 3-Star pillars.

c. Human resources development has both manpower management and budgetary elements. As a result, the Office of the Secretary of Defense (OSD) and Department of the Navy (DON) provide oversight. DC, M&RA interacts routinely with both The Assistant Secretary of the Navy Manpower and Reserve Affairs (ASN M&RA) and The Under Secretary of Defense for Personnel and Readiness (OSD P&R) for guidance and direction on Department of Defense (DoD) personnel and budget matters.

2. Mission. This Order defines the processes used to manage AC and RC human resources and illustrates how these processes are synchronized in order to support the Commandant of the Marine Corps' human resource requirements and maximize operational readiness in support of institutional requirements.

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3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Formalize institutional processes for Marine Corps human resource development to ensure optimal production and management.

(b) Satisfy force generation requirements by recruiting and retaining the most qualified individuals to meet organizational requirements.

(c) Develop Marines through selection and assignment within the training and education continuum at the right time to maximize individual potential in support of the mission.

(d) Staff and manage personnel to meet organizational requirements, maximize optimal distribution to achieve warfighting capability and readiness through talent management based assignments, and attempt to match individual desires with organizational requirements.

(2) Concept of Operations. This Order defines the roles and responsibilities of HRDP pillar owners. Stakeholder engagements provide one tool for continuous communication across commands; constant coordination between all stakeholders is required for the process to remain agile and to apply continuous process improvements per reference (a).

b. Subordinate Element Tasks

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

(a) As the HRDP Owner, manage United States Marine Corps (USMC) total force inventory and coordinate the interests of all HRDP stakeholders. For the purpose of this Order, the Total Force refers to AC and RC population only (Authorized Strength Report (ASR) includes U.S. Navy and Civilian billets).

(b) Develop sufficient inventory of qualified personnel in each military occupational specialty (MOS) to assign in accordance with grade shaping standards and requirements.

(c) Project and establish total force recruiting, promotion, and retention requirements to facilitate planning, programming, and budgeting.

(d) Assign Marines to the staffing goal requirements while managing talent.

(e) Promote talent management through recruiting, manpower personnel policies, planning, staffing, administrative actions, and Marine, family, and community support programs.

(f) Support and monitor the implementation of approved manpower recommendations as established in Marine Corps planning guidance.

(g) Chair the HRDP 3-star forum.

(h) Provide designated representatives to participate in the Marine Manpower Board (MMB) and Street-to-Fleet (STF) Working Group.

(2) Deputy Commandant Combat Development and Integration (DC, CD&I)

(a) As the total force structure process (TFSP) owner, manage USMC Total Force Structure (TFS) by coordinating the interests of all TFSP participants and facilitating the development and documentation of force structure. Ensure timely publication of all ASRs for HRDP implementation.

(b) Chair the Total Force Doctrine, Organization, Training/Education, Materiel, Leadership/Communication Synchronization, Personnel, Facilities, and Cost (DOTMLPF&C) Working Group. As Chair, integrate materiel and non-materiel solutions to capability gaps across all of the DOTMLPF&C pillars and develop DOTMLPF&C working group assessments of all force structure initiatives. This includes integrating and assessing all TFS reviews to ensure approved recommendations are fully integrated across the Total Force. When applicable, present the outcomes and their institutional impacts to the Marine Requirements Oversight Council (MROC) for decision.

(c) Serve as the central Headquarters, U.S. Marine Corps (HQMC) agency responsible for the oversight and standardized training of all USMC Occupational Field (OccFld) Managers and MOS Specialists.

(3) Commanding General (CG), Training and Education Command (CG, TECOM)

(a) Design education and training curriculums to meet current and future operational requirements.

(b) Chair the Training Input Plan (TIP) conference annually in order to consolidate all training requirements.

(c) Serve as the single point of contact for submissions of requests for MOS manual changes.

(d) Ensure MOS manual change requests that result in changes to the T/O are coordinated with DC CD&I/CDD/Total Force Structure Division (TFSD).

(e) Provide guidance, policy, plans, and programs to train and educate the force to prepare Marines to meet the current and future operational requirements.

(f) Support individual Marine desires for career advancement by developing educational and training opportunities.

(g) Provide designated representatives from both TECOM and Training Command to the STF working group.

(4) Commanding General (CG), Marine Corps Recruiting Command (MCRC)

(a) Meet accession requirements by Program Enlisted For (PEF), Quota Serial Number (QSN) (enlisted) or contract type (officer) in accordance with manpower accession and retention plans published by Manpower Plans and Policy (MP) Division; Manpower Plans, Programs & Budget (MPP) Branch.

(b) Provide designated representatives to participate in the STF working group.

(c) Annually, publish MCRC Operation Plan to HRDP stakeholders to assist Formal Learning Centers (FLC) schedule and TIP analysis.

(d) Reconcile Total Force officer accessions and impact to entry-level training throughput via the quarterly Officer Accession Working Group (OAWG).

(5) Major Subordinate Commanders

(a) Ensure Marines are informed of retention options such as reenlistment and career designation.

(b) Ensure Marines complete required professional military education (PME) and career progression schools.

(c) Ensure leaders at all levels utilize the various tools available to support retention actions and manage the talent of each Marine (e.g. mentorship, performance evaluations, billet assignments, early retention, awards, and meritorious promotions).

(d) Educate separating Marines on continued service in the Reserve Component and on the value of joining the reserves via the Direct Affiliation Program.

4. Administration and Logistics

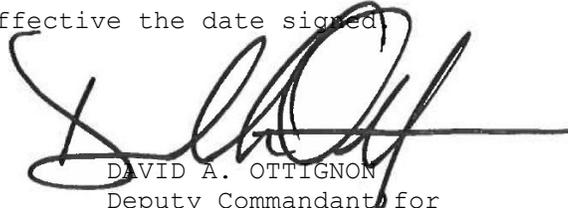
a. Recommendations for updates to this Order should be forwarded to DC, M&RA (MPP).

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (5 U.S.C. 552a) and implemented per SECNAVINST 5211.5F.

c. Records Management. Records created as a result of this directive shall be managed according to National Archives and Records Administration (NARA)-approved dispositions per SECNAV M-5210.1 CH-1 to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Records disposition schedules are located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at: <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>. Refer to MCO 5210.11F for Marine Corps records management policy and procedures.

5. Command and Signal

- a. Command. This Order is applicable to Marine Corps AC and RC Marines.
- b. Signal. This Order is effective the date signed.



DAVID A. OTTIGNON
Deputy Commandant for
Manpower and Reserve Affairs

Distribution: PCN 10252501000

Reference List

- (a) MCO 5220.13
- (b) Title 5 U.S.C. §552a
- (c) NAVMC 1200.1E
- (d) SECNAV M-5210.1 CH1
- (e) CMC Memo dtd 24 Apr 2017, Appointing Assistant Commandant as the Marine Corps Talent Management Officer
- (f) MCO 1130.56D
- (g) MCO 5311.1E
- (h) MCO 5300.19
- (i) Title 10 U.S.C.
- (j) MCO 5320.12H Ch2
- (k) SECNAVINST 7220.88
- (l) MCO 1200.13G
- (m) MCO 1001.61A
- (n) DoDD 7045.14, The Planning, Programming, Budgeting, and Execution Process
- (o) MCO 1130.80B
- (p) MCO 1130.53R
- (q) MCO 7220R.39
- (r) MCO 7220.24P
- (s) MCO P1400.31C Ch1
- (t) SECNAVINST 1420.3
- (u) MCO 1040.31
- (v) MCO 1553.4B
- (w) MCO 1300.8
- (x) MCO 1900.16 Ch2
- (y) MCO 1326.5E
- (z) MCO 1001R.1L CH1
- (aa) MCO 5210.11F
- (ab) SECNAVINST 5211.5F

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Chapter 1

Talent Management and Human Resource Development Process Integration

1. Overview. This chapter describes the symbiotic relationship that exists between talent management and the Human Resource Development Process (HRDP). Talent Management maximizes potential, outcomes, and outputs for every individual in the system in order to produce the greatest organizational results. Potential, in talent management, includes innate and learned knowledge, skills, and attitudes that an individual brings to the job along with value-added training, education, and experience which improve over time. Such abilities include core and advanced technical skills, mental acuity and thinking, physical ability, social interactions, and adherence to societal and organizational core values. Outcomes of talent management are inclusive of the individual and the organization. Talent management outputs are positive for the organization and its mission. Within the framework the greatest potential, outcome, and output for individuals will lead to the best result for the organization.

2. Talent Management Definition. The institutionally faithful and transparent manpower processes and policies, from recruitment through separation or retirement, where each Marine is provided the opportunity, mentorship, and guidance to develop and utilize their individual abilities and continue to effectively serve, based upon their demonstrated performance and future potential, in accordance with the needs of the Marine Corps.

3. Talent Management Guiding Principles

a. Every Marine is a Rifleman. A Marine Rifleman embodies the Marine Corps' warfighting ethos: offensively minded; lethal with their weapon; mentally, morally, physically resilient; proficient in basic field craft; and possessing a foundational understanding of leadership and the basic tenets of maneuver warfare in order to contribute to the successful accomplishment of their unit's mission. No matter the rank or Primary Military Occupational Specialty (MOS), each Marine must never lose focus on our commonality as riflemen.

b. The needs of the Marine Corps are paramount. The Marine Corps exists to fight and win our Nation's battles. To do so, the institution must fulfill its statutory obligation to man, train, and equip the operating forces. The Marine Corps and its manpower system have garnered much success in balancing this mandate and the desires of the individual. In those instances where institutional needs and individual desires are not in alignment, deference will be given to the needs of the Marine Corps.

c. Field Grade Officers are Marine Air Ground Task Force (MAGTF) experts. Marines of all ranks are expected to be proficient in their MOS commensurate to their rank and experience. That being said, the organizational operating concept and strength of the Marine Corps is the MAGTF. To take advantage of the MAGTF organizational concept, field grade officer development emphasizes a comprehensive understanding of each element of the MAGTF in order to bring the full weight of Marine Corps combat power to bear on our enemies.

d. SNCOs provide advice, technical expertise, and oversee the development, welfare and morale of the whole Marine. SNCOs ensure the care and welfare of

our enlisted Marines. A highly trained and experienced SNCO force fulfills the critical role of providing advice based upon years of training and experience.

e. Identifying the best and fully qualified is the foundation of the Marine Corps promotion model. Promotion is not a reward for past performance, rather an indication of the expectation for future performance. As such, the Marine Corps promotion system must constantly seek the best performer who has demonstrated the potential and qualifications for advancement.

f. Every Marine has an equal opportunity to excel, regardless of race, gender, creed, or sexual orientation. Success in the Marine Corps is based upon individual talent, work ethic, perseverance, performance, potential, and leadership abilities. An equal opportunity does not equate to an equality of outcome or result.

4. Talent Management at each Level of War. Figure 1-1 provides a graphical depiction of talent management at the various levels of war. These are merely a few of the many critical functions that must be addressed to enhance military capabilities and organizational effectiveness as the Marine Corps prepares for the future demands of the battlefield.

a. Strategic

(1) The Assistant Commandant of the Marine Corps serves as the primary service level talent management representative in accordance with reference (e).

(2) DC M&RA performs strategic, enterprise-level Marine Corps talent management functions to advise and assist the CMC. DC M&RA provides executive oversight into the development of guidance, initiatives, and policy in support of the CMC. In this capacity, DC M&RA is the central means of integrating and synchronizing diverse institutional perspectives to assist the CMC.

(3) The functions within talent management include, but are not limited to, the following:

(a) Attract, develop, retain, and support highly qualified Marines.

(b) Utilize analytic approaches to assess and determine the most effective programs and policies to manage talent.

(c) Track promotion and command selection board trends by communities and other demographics.

(d) Identify and adapt best practices from other military services, government departments, and private sector companies.

(e) Secure, allocate, and manage the Marine Corps' most critical resource - its Marines.

(f) Set the conditions to enable and ensure a culture of Core Values-dignity, respect, and the warrior ethos.

(4) Talent management tools and actions at the service level include, but are not limited to, the following:

(a) Force Design

(b) Manpower Career Force Directives

b. Operational. Marine Corps Force Commanders, Marine Expeditionary Force Commanders, and Major Subordinate Commanders serve as the operational level talent management representatives. Talent Management tools and actions at the Operational level include, but are not limited to, the following:

(1) Command, professional military education, and graduate education boards

(2) Promotion boards, cutting scores, and second pass promotion consideration policies

(3) Retention planning, aviation bonus, and selective retention bonus program, and educating the Force on opportunities in the Reserves

(4) Professional Military Education

(5) Talent Marketplace

(6) Cognitive and non-cognitive testing

(7) MOS and unit assignments

(8) Special separation programs

(9) Career intermission program

c. Tactical. Unit leaders serve as the tactical level talent management representatives. Talent management tools and actions at the tactical level include, but are not limited to, the following:

(1) Mentorship

(2) Performance evaluations

(3) Billet assignments

(4) Retention actions, including early retention

(5) Awards and meritorious promotions

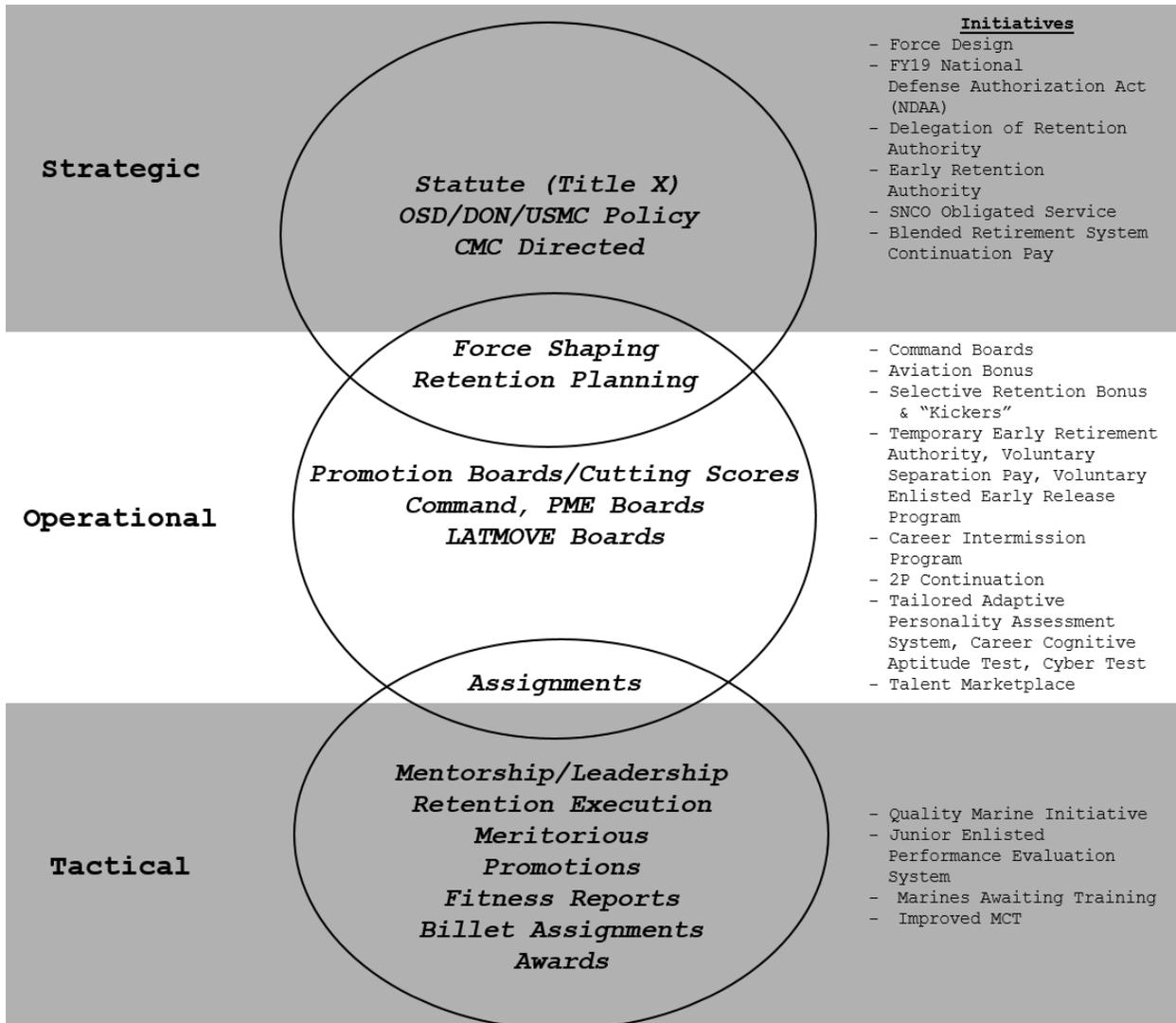


Figure 1-1. --Levels of Talent Management.

5. Summary. In the simplest terms, the Marine Corps must provide the Fleet Marine Force and Supporting Establishment the right Marine, at the right time, with the right skills to support unit operational requirements and mission accomplishment. Implied within this definition, the Marine Corps, as able, will support the individual Marines' career aspirations as they strive to achieve their full potential and professional goals. Further implied, the Marine Corps, as able, will support Marines' family aspirations and unique circumstances. The manpower system and processes attempt to balance individual ability as demonstrated through performance, potential, aspirations, and unique circumstances with the needs of the Marine Corps. The scales will always tilt in favor of the needs of the Marine Corps and the defense of the American people and our way of life.

Chapter 2

Human Resource Development Process Overview

1. Overview. This chapter describes the HRDP cycle, identifies stakeholder roles and responsibilities, and details the forums, boards, and groups critical to the success of the HRDP.

2. Definition. The HRDP is the process to attract, retain, and develop Marines in order to increase warfighting readiness and maximize individual potential. The HRDP integrates recruiting, structure requirements, manpower planning, talent management, manpower management, and training efforts to improve individual, group, and organizational effectiveness. The HRDP enables the Marine Corps to develop the key attributes necessary to maximize performance in current and future assignments.

a. For the purpose of this Order, the term Total Force refers to the AC and RC population and associated billets only (civilian and other service billets are not included).

b. Stakeholder is a malleable term used throughout this Order to represent HQMC agencies, unit commanders, and/or individual Marines. Figure 2-2 depicts the HRDP Stakeholder relationships as they relate to their role in the development of personnel requirements, plans, execution, and management.

3. HRDP Cycle. The complexity and scope of the HRDP requires an in-depth understanding of roles and responsibilities, continuous communication across HQMC, Deputy Commandants and major subordinate commands, mandatory stakeholder engagements, and coordination among all stakeholders in order to apply continuous process improvements per reference (a). Figure 2-1 depicts the AC and RC HRDP cycle. Figure 2-3 is a larger reproduction of this figure. The five phases (guidance, planning, production, assignment, and assessment) and the sub-components (illustrated as bubbles around the cycle) of the cycle are not strictly sequential. For example, components of the assessment phase occur concurrently with every other phase in the cycle. The diamond at the top of the cycle indicates the start of the process. The decision point stars indicate mandatory decision points required for the HRDP to function. Talent Management is pervasive throughout the entire cycle.

4. Stakeholder Roles and Responsibilities

a. DC, M&RA is the HRDP Owner. The HRDP Owner is responsible for building and managing an inventory of Marines to meet force requirements approved by the DC, CD&I. DC, M&RA manages the current inventory of Marines, builds plans for the creation and distribution of future inventory, and assigns available inventory against billets manned ("bought") in the manning level process from the T/O in the ASR.

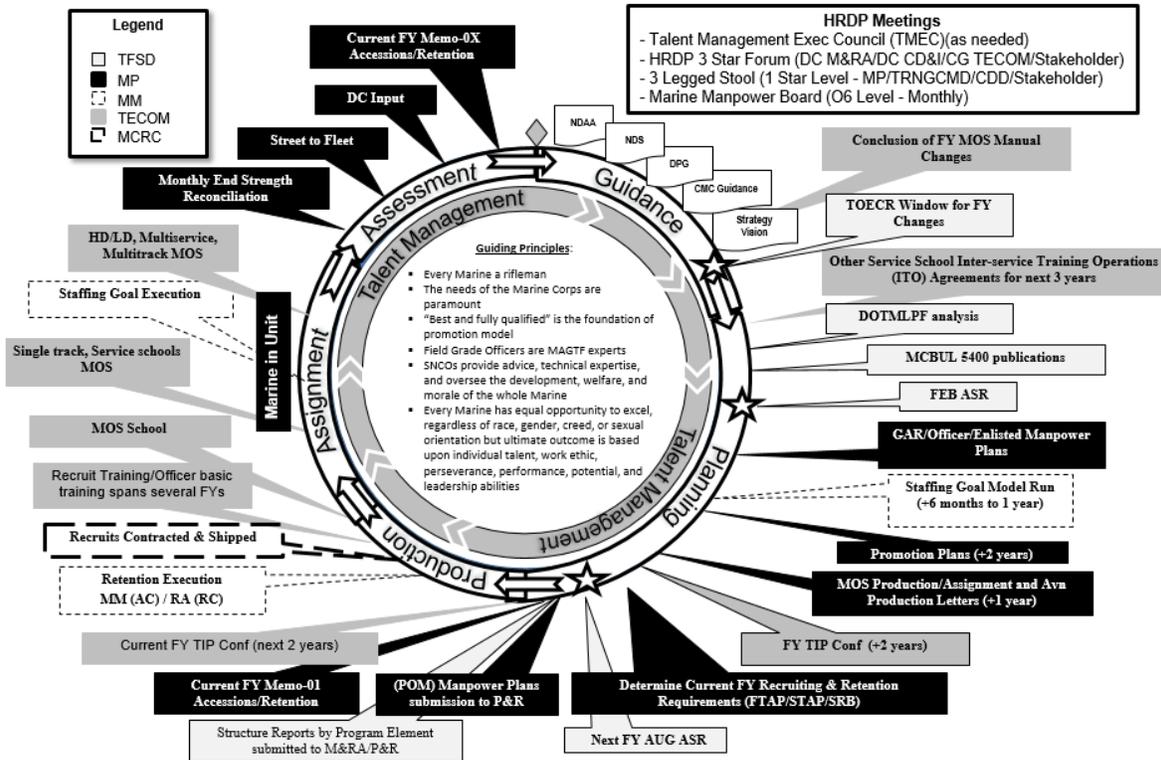


Figure 2-1.--The HRDP Cycle.

(1) Manpower Plans and Policy Division (MP), Manpower Plans, Programs, and Budget (MPP) Branch, M&RA formulates Marine Corps manpower plans for force development and implementation of HRDP initiatives, provides manpower policy support, and prepares manpower budget estimates and justifications. MPP provides personnel planning input in the structure change request process, and serves as the M&RA representative for the personnel pillar in the DOTMLPF&C process. Each fiscal year (FY) the Manpower Accession and Retention Plan (Memo-01) is published by DC, M&RA based on production and retention requirements identified by the Enlisted Plans Section (MPP-20), Officer Plans Sections (MPP-30), and Reserve Plans Section (RAP-2). More information about Memo-01 can be found in Chapter 3 paragraph 17 of this Order. Additionally, MPP Branch serves as the secretariat for HRDP forums, boards, and groups.

(2) Manpower Management (MM) Division, M&RA executes recruit classification and distribution, retention plans, and promotion plans created by MP and RA Divisions. Director, MM Division is responsible for sourcing the quality and quantity of personnel necessary to fill retention plans. Integral to the HRDP is Marine officer and enlisted billet assignments conducted by monitors in Manpower Management Enlisted Assignments (MMEA)/Officer Assignments (MMOA) branches. Additionally, Manpower Management Separations and Retirements Branch (MMSR) adjudicates and processes requests for separation and retirement for the total force. Manpower Management Integration Branch (MMIB) develops staffing plans against manned billets in the ASR. Staffing plans are published via Web-Based Manpower Assignment Support System (WebMASS) for execution by both the officer and enlisted monitors. Finally, MM Division provides personnel planning input in the structure change request process.

(3) Reserve Affairs (RA), M&RA formulates manpower plans for the RC officer and enlisted force in accordance with reference (f). RA maintains a habitual relationship with MM to augment manpower in the AC and retain manpower in the RC. RA manages the inventory through end strength plans, retention plans, budget plans, Program Objective Memorandum (POM) plans, promotions plans, and assignments. Additionally, RA provides personnel planning input in the structure change request process.

b. CG, MCRC is responsible for sourcing the quality and quantity of personnel necessary to fill accession plans as published in Memo-01 for both the AC and RC. Additionally, MCRC supports RC retention efforts by sourcing prior service Marines to the RC in accordance with reference (g).

c. DC, CD&I is the TFSP owner per reference (g). Cooperative integration between the HRDP and TFSP owners is critical to human resource management. DC, CD&I also serves as the central HQMC agency responsible for the management of all MOS Sponsors, OccFld Managers, and MOS Specialists in the USMC. These Marines are the subject matter experts essential to the function of the HRDP. Chapter 11 of reference (g) describes their specific roles. CD&I creates the ASR generated from Total Force Structure Reviews. The ASR is forwarded to HRDP stakeholders as required. Total Force Structure Division (TFSD) is the primary CD&I interface with the HRDP.

d. CG, Training and Education Command (CG, TECOM) develops, coordinates, resources, executes, and evaluates training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operations environments. TECOM resources formal school seat requirements to meet the TIP submitted by MPP, Reserve Affairs Personnel, Policy, Plans, and Programming (RAP), OccFld managers, and Fleet Marine Force (FMF) units. Additionally, TECOM adjudicates all MOS Manual change requests received from OccFld managers, coordinates with other service training units to determine Marine quotas, and manages Marine Corps Training Information Management System (MCTIMS) allocations.

(1) CG, Training Command (TRNGCMD) produces officer and enlisted entry-level MOS, career progression, and career enhancement skills trained Marines to meet force requirements, while reinforcing the warfighting ethos and facilitating the growth and resiliency of permanent personnel, students, and families.

e. Major Subordinate Commanders ensure leaders at all levels provide mentorship, career counseling, and education with an aim to meet required retention across the total force.

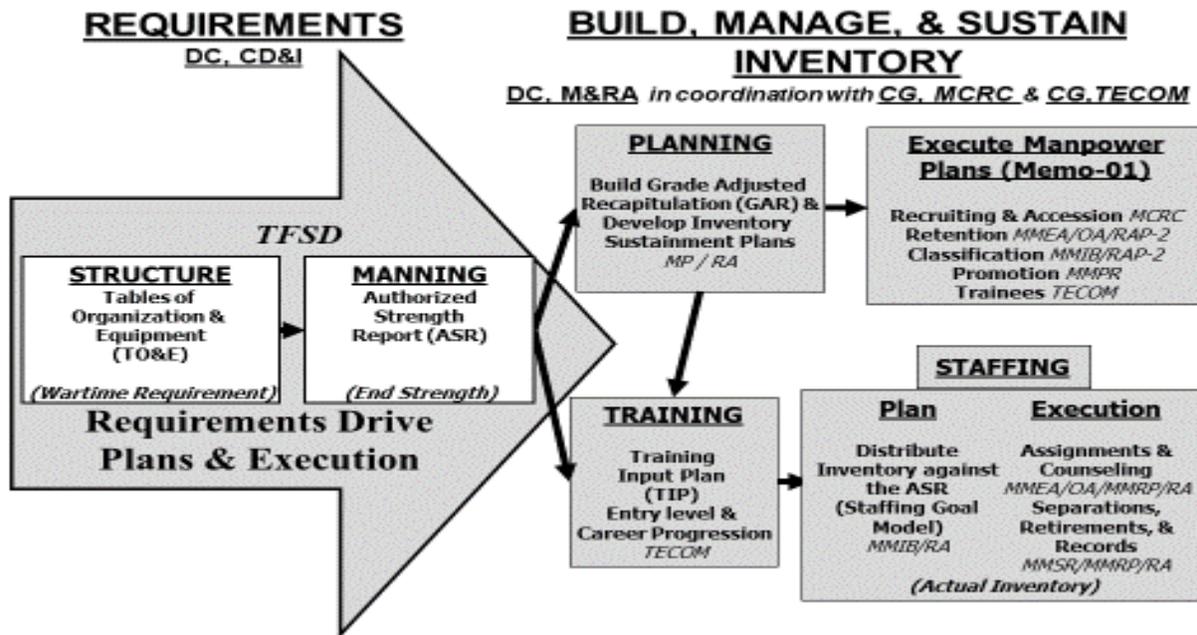


Figure 2-2.--HRDP Stakeholder Relationships.

5. Human Resource Development Process (HRDP) Forums, Boards, and Groups. MPP Branch fulfills the roll of secretariat for each of the bodies listed below.

a. Street-to-Fleet (STF) Working Group. The STF Working Group is chaired by the Enlisted Plans Section (MPP-20) within MPP and consists of action officer level personnel from MCRC, M&RA, TECOM, and TRNGCMD. The mission of the STF Working Group is to provide stakeholders a greater understanding of the broader accessions process and oversee execution of the accession plans to develop efficiencies and better manage the manpower life cycle. The STF Working Group facilitates the exchange of information and develops courses of action in a collaborative environment. The enlisted STF Working Groups core members conduct routine visits to FLCs to identify and resolve systemic problems and exchange information about best practices and issues unique to each FLC. Recurring site visits to FLCs increase efficiency and quality assurance in the entry-level production process, per reference (h).

b. Marine Manpower Board (MMB). The MMB is a forum for establishing priorities and providing direct interaction between the HRDP stakeholders concerned with the recruitment, training, development, and retention of the right Marines to build and maintain a high performing force. The MMB serves as a vehicle to identify and solve issues that directly impact Marine Corps operational capabilities, standardization, training, readiness, structure, manning, and policy enforcement. The MMB allows open discussion and adjudication of issues affecting the various communities and enables unity of effort to influence USMC policy/doctrine and supporting systems. The MPP Branch Head chairs the MMB. The MMB consists of O6/GS-15 level representatives from each of the HRDP stakeholder organizations. The MMB meets monthly, topics are submitted to MPP-20 for final review by the MPP Branch Head. Unresolved topics, as decided by the chair, may feed a HRDP

Executive Steering Group Meeting. The MMB serves as the first critical juncture in the assessment phase.

c. Human Resource Development Process (HRDP) Executive Steering Group (ESG). The Director MP chairs the HRDP ESG. The HRDP ESG consists of General Officers/Senior Executives designated from each of the Service level HRDP stakeholder organizations. Principal HRDP ESG stakeholders include: Director Manpower Plans and Policy, Director Capabilities Development Directorate, and Command General Training Command. The ESG may be augmented by other GO/SES stakeholders as required. The ESG ensures the alignment of senior leadership and facilitates institutional decision making on the planning and execution of the HRDP. Unresolved issues, as decided by the chair, may feed a HRDP 3-Star Forum.

d. Human Resource Development Process (HRDP) 3-Star Forum. The HRDP 3-Star Forum includes the DC, M&RA; DC, CD&I; CG, TECOM, and other Deputy Commandants (DCs) as required. The mission of the HRDP 3-Star Forum is to ensure alignment of senior leadership and facilitate institutional decision making on the planning and execution of the HRDP. Requirements, issues, or proposals from the HRDP 3-Star Forum may feed the Talent Management Executive Council (TMEC).

e. Talent Management Executive Council (TMEC). As the Talent Management Officer for the Marine Corps, the Assistant Commandant of the Marine Corps (ACMC) leads the Talent Management Executive Council (TMEC). The TMEC serves as the strategic enterprise level Marine Corps talent management and leadership forum to advise and assist the Commandant of the Marine Corps (CMC). The TMEC provides executive oversight into the development of guidance, initiatives, and policy in support of the CMC. 3-Star unresolved issues may be reconciled at the 4-star level at an ACMC led TMEC.

6. Summary. The HRDP requires continual collaboration among stakeholders to ensure the force is aligned with structure requirements published in the ASR. The efficient execution of the HRDP requires clearly understood stakeholder roles and responsibilities. As manpower requirements shift, M&RA communicates the requisite changes to stakeholders via the STF Working Group, MMB, and ESG. The subsequent chapters published in this order provide greater fidelity of each of the HRDP phases.

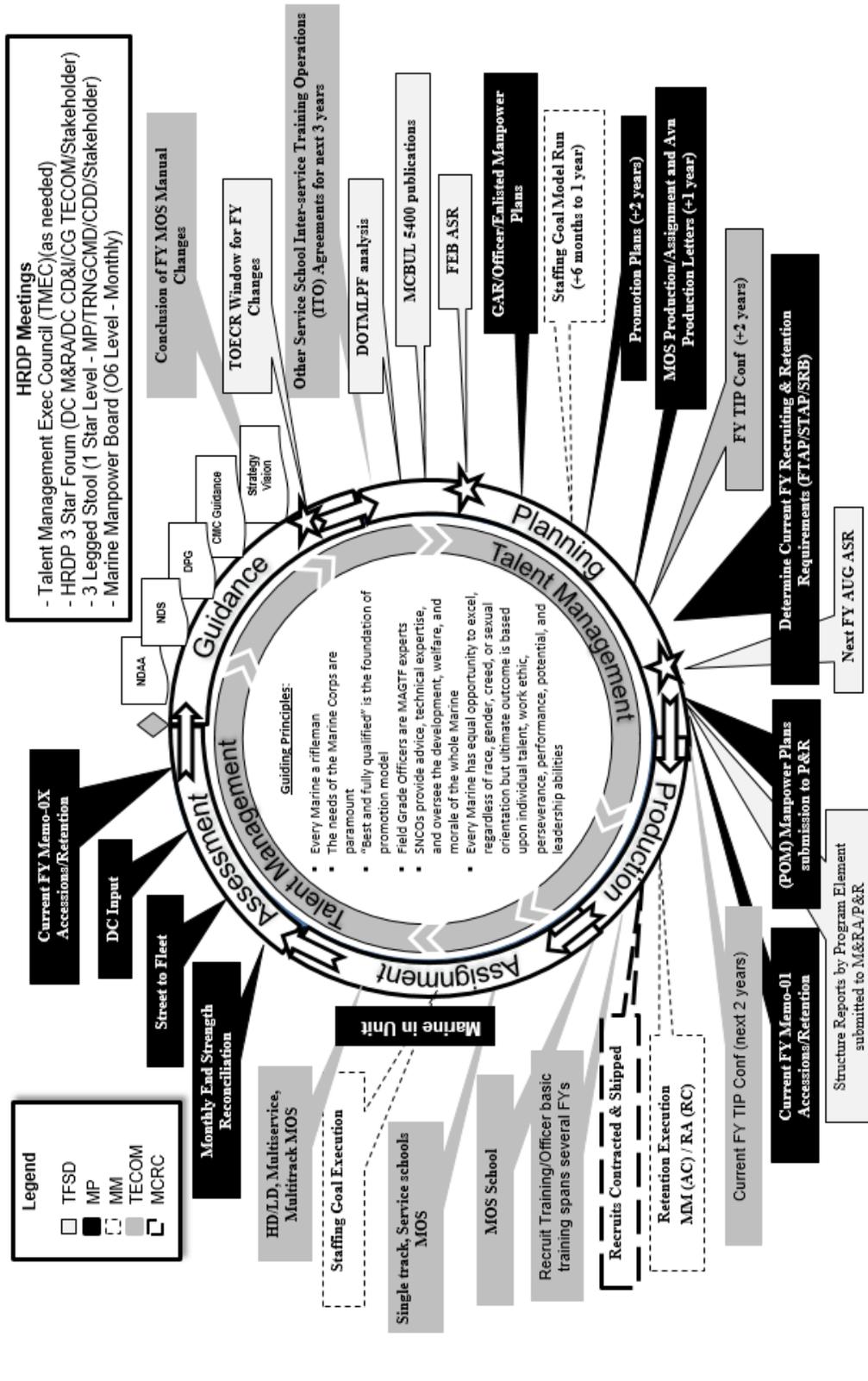


Figure 2-3.--Large reproduction of the HRDP Cycle

Chapter 3

Higher Guidance

1. Overview. This chapter recognizes the various military strategies and the interaction between strategy and the USMC's force design. Deriving associated tasks from each strategy directly impacts force structure and capabilities. CMC's staff conducts in-depth analyses of the National Security Strategy, National Defense Strategy, National Military Strategy, Joint Vision, CMC's Planning Guidance, and other documents to provide top-down strategic guidance. Marine Corps structure requirements are developed through an iterative process of planning team engagements that identify capabilities appropriate to execute the missions called for in the following strategic guidance documents. These structure requirements are inputs to the HRDP to execute force development.
2. National Security Strategy (NSS). The NSS is a document prepared periodically by the executive branch of the government of the United States for Congress. It outlines the major national security concerns of the United States and the administration's plans to address each.
3. National Defense Strategy (NDS). The NDS is prepared by the Office of the Secretary of Defense and is published every four years. The NDS outlines how the Department of Defense will contribute to achieving NSS objectives in order to maintain security and prosperity worldwide. The NDS is required to discuss the global strategic environment, force posture, and the role of the United States in global security.
4. National Military Strategy (NMS). The NMS is issued by the Chairman of the Joint Chiefs of Staff as a deliverable to the Secretary of Defense briefly outlining the strategic aims of the armed services. The NMS's chief source of guidance are the NSS/NDS.
5. National Defense Authorization Act (NDAA). The NDAA is signed into law by the President at the beginning of each fiscal year. The end strengths specified in reference (i) United States Code Title 10 section 691 subsection (b) are the minimum strengths necessary to enable the armed forces to fulfill a national defense strategy calling for the United States to be able to successfully conduct two nearly simultaneous major regional contingencies.
6. Defense Planning Guidance (DPG). The DPG is the Secretary of Defense's guidance to the Department of Defense (DoD) for planning and programming. It gives the Services priorities and resource allocations for Program Objective Memorandum (POM) development; as well as the strategic framework in which the Services will eventually function.
7. Commandant of the Marine Corps (CMC) Planning Guidance (CPG). The CPG provides the Commandant's strategic direction for the Marine Corps and mirrors the function of the Secretary of Defense's DPG. It serves as the authoritative document for Service level planning and provides a common direction to the Marine Corps Total Force.
8. Commandant of the Marine Corps (CMC) Vision and Strategy. The purpose of the vision and strategy document is to inform Marines, commanders, and civilian leaders of the future of the Corps and its contribution to the National Defense Strategy.

9. Summary. The design of the force is nested within the various military strategies and associated tasks. Furthermore, the CPG and CMC Vision and Strategy provide specific guidance and direction to ensure that each stakeholder takes appropriate actions to posture the force for success.

Chapter 4

Planning

1. Overview. This chapter chronicles the key documents vital for manpower planning and details the subsequent actions and plans executed to generate and assign human resources. Inventory planning requires constant coordination between HRDP stakeholders to achieve accession, training, staffing, retention, and promotion structure requirements. Structure and inventory are constantly refined to achieve requirements outlined in the Guidance phase of the HRDP. Budget, end strength, and rank composition constraints as published in the NDAA, Defense Officer Personnel Management Act (DOPMA), and Title 10 U.S.C further influence manpower plans.

2. Authorized Strength Report (ASR). The ASR is a resource allocation tool that applies fiscal constraints, as approved by the NDAA and in concert with CMC priorities in reference (j), to T/O structure requirements. Semi-annual ASRs are central to the function of the HRDP and are scheduled to be published each August and February. The allocation of structure in the ASRs is managed by DC CD&I/CDD/TFSD. DC, M&RA uses the published ASR to compare current and assignable military inventory with the authorized requirement to prepare unit staffing goals. The ASR is also the direct source for development of the Grade Adjusted Recapitulation (GAR). The semiannual ASRs are indicated on figure 1-1 and 1-3 with stars.

3. Grade Adjusted Recapitulation (GAR). The GAR is a planning tool used by MPP and RA to develop officer and enlisted inventories and is a summary of requirements by grade and MOS. MPP-40 (AC) and RAP-2 (RC) develop the GAR using the Target Force Planning Model. In essence, the GAR is an ideal target for planners to use in accession, promotion, and retention plans. The GAR includes the ASR, an estimate for Trainees, Transients, Patients, and Prisoners (T2P2), and statutory constraints that place restrictions on the composition of the service per reference (i); for both the officers Defense Officer Personnel Act (DOPMA) and the enlisted top two grades. The aggregate by grade results in the GAR are used in both programming and budgetary plans for the Military Personnel, Marine Corps (MPMC) account. The GAR is produced following publication of the ASR (February and August) and planners use it to develop inventory and budgetary plans across the Future Years Defense Program (FYDP).

4. Manpower Process Overview, Manning and Staffing. The distinction between the terms manning and staffing is of vital importance in understanding the allocation of personnel to meet requirements, per reference (k). Figure 4-1 is a visual depiction of the processes described in the below paragraphs.

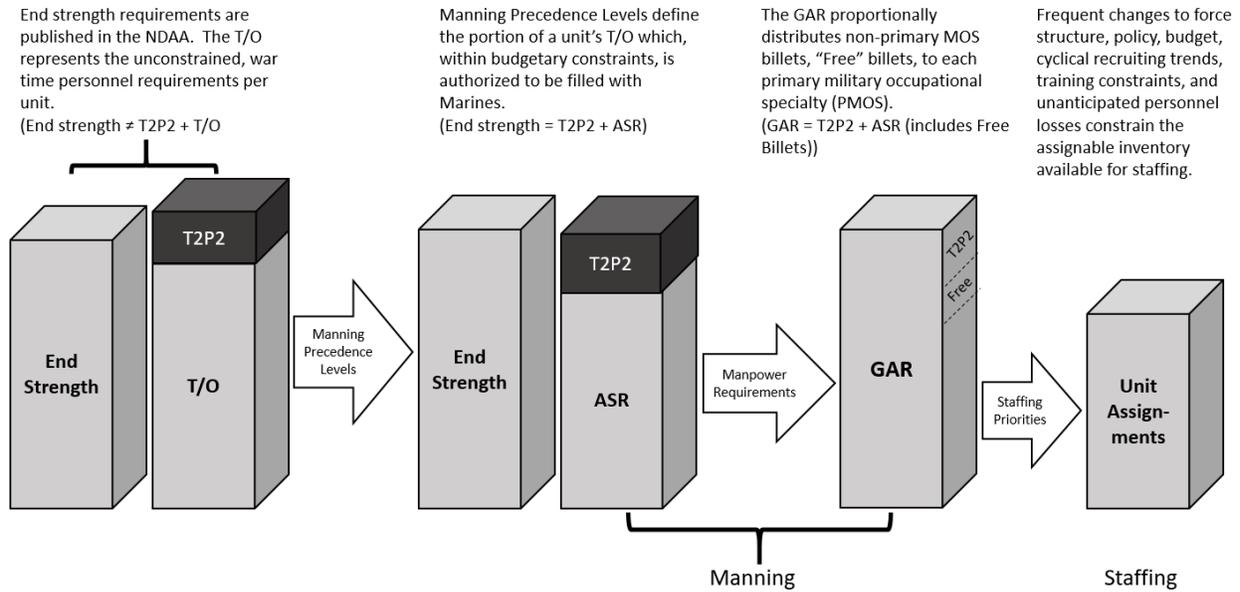


Figure 4-1.--Manning and Staffing Process.

a. Manning. Manning is the portion of a unit's T/O that is purchased after T2P2 and budget constraints are applied. The process of determining manning begins with the T/O. The T/O represents the unconstrained, war time personnel requirements per unit. T/Os are managed by DC CD&I/CDD/TFSD. Prior to the manning process, MPP Programs and Budget Section (MPP-40) develops a forecast for T2P2, which is a reflection of the historical estimates of T2P2 categories by PMOS and pay grade that decrease the number of billets purchased on the ASR. Per reference (j), manning is defined as the portion of a unit's T/O which, within budgetary constraints, is authorized to be filled with Marines. The manning process determines the USMC manning based on the established Manning Precedence Levels listed in reference (j). Manning Precedence Levels define the percentage of the T/O a unit will be manned to depending on their status as an excepted command, operating force command, priority command, or proportionate share command. The ASR is the first product in the manning process. The final step in the manning process is the creation of the Grade Adjusted Recapitulation (GAR), which is developed from the ASR by the MPP-40. The GAR proportionally distributes non-primary MOS billets, "Free" billets, to each primary military occupational specialty (PMOS).

b. Staffing. Staffing is defined as the portion of manning to be filled with assignable inventory in accordance with the priorities established by the CMC, as described in reference (j). MMIB and Reserve Affairs Management (RAM) run the Staffing Goal Models (both officer and enlisted) to provide monitors with assignment targets for each unit based on the CMC's priorities. As an example, a unit scheduled to deploy is staffed at a higher level than other same type units not scheduled to deploy. However, the manning levels for each of these units will be the same. Frequent changes to force structure, policy, budget, cyclical recruiting trends, training constraints, and unanticipated personnel losses constrain the inventory available for staffing. The net effect is that most organizations are staffed with fewer Marines than prescribed in the unit's T/O.

5. Grade Structure Shape. Grade structure shape is a by grade structure analysis of each PMOS or career progression track of PMOSs. MOSs with proper grade structure shape are able to maintain a healthy inventory through accession, retention, and promotion plans. MOSs that are not properly shaped tend to be unhealthy and unable to meet some or all by grade inventory requirements. Figure 4-2 shows an example of applying proper grade ratio value to create the optimal pyramid shape. MPP Branch provides a grade structure shaping tool to assist OccFld managers in planning for future structure changes. Grade structure shape must be assessed on a continual basis due to frequent top-down directed changes to structure. MPP in coordination with DC CD&I/CDD/TFSD, conducts periodic grade structure reviews to validate all PMOS structure.

Grade Shaping Spreadsheet										
	E9	E8	E7	E6	E5	E4	E3	E2	E1	TOTAL
USMC Enlisted T/O Structure as of Aug 2019 ASR Ch 1	1564	3870	8360	15083	25292	34127	40831	5808	6,387	141,322
USMC Structure Grade ratio	0.40	0.46	0.55	0.60	0.74	0.84				
MOS: 3451										
Current	E9	E8	E7	E6	E5	E4	E3	E2	E1	TOTAL
3451 MOS (FY22 T/O Structure)	4	13	32	45	68	70	71			303
Grade ratio	0.31	0.41	0.71	0.66	0.97	0.99				
Proposed	E9	E8	E7	E6	E5	E4	E3	E2	E1	TOTAL
3451 (Proposed Adjustment)	4	10	21	35	57	77	99			303
Grade Ratio	0.40	0.48	0.60	0.61	0.74	0.78				

Compare the Marine Corps pyramid (grade ratio) against combined and individual MOS pyramids.

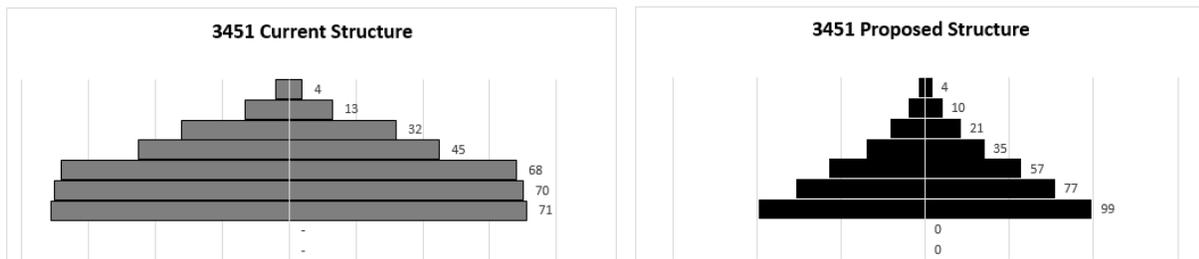


Figure 4-2.--Grade Structure Shaping Tool.

6. Military Occupational Specialty (MOS) Manual. The annual publication of the MOS Manual reference (c), officially synchronizes the HRDP. It provides policy to define and organize MOSs used to identify billet requirements on the T/O, identifies skill qualifications of individual Marines in Marine Corps Total Force System (MCTFS), and identifies the required training necessary for MOS skills qualifications in Marine Corps Training Information Management System (MCTIMS). The window to provide changes to the upcoming FY MOS Manual publication ends one year prior to the beginning of the FY. Each MOS has specific billet requirements that are filled by Marines with the requisite training and experience, enabling the Marine Corps to execute assigned missions. The HRDP is designed around MOSs to organize, recruit, classify, train, assign, and manage the force that meets mission based manpower requirements. Reference (1), the Marine Corps Front-End Analysis Program, governs the gathering of data and analysis used to define job task requirements, organize MOS structure, and guide development of training standards and prioritized formal school instruction based upon valid Marine Corps needs.

7. Training and Readiness (T&R) Manuals. T&R Manuals expand upon the MOS specific training requirements listed in respective MOS Manuals. T&R Manuals provide commanders across the Marine Corps with a tool for planning and

implementing relevant training. The T&R Manual Module in MCTIMS is used to develop and maintain individual and collective T&R event data. Individual and collective T&R events define all training requirements for formal schools and unit training plans. The backbone of MCTIMS is the T&R Manual Module. TECOM owns the T&R Manual, though each OccFld has a vested interest in ensuring the emerging knowledge, skills, and abilities are codified therein.

8. Table of Organization and Equipment Change Requests (TOECRs). TOECRs are electronic change requests used to mitigate identified gaps in manpower structure or equipment. TOECRs enable the institution and individual commands to adapt their structure and equipment to meet mission requirements. These requests are tracked from start to finish through the Total Force Structure Management System (TFSMS) workflow process. TOECRs are requests only; changes are not implemented until approved by DC CD&I/CDD/TFSD in TFSMS. The initial star in figure 2-1 and 2-3 the HRDP cycle, describe the timeline for TOECR requests and when they will be accepted.

9. Doctrine, Organization, Training/Education, Materiel, Leadership /Communication Synchronization, Personnel, Facilities, and Cost (DOTMLPF&C). The Total Force DOTMLPF&C Working Group is charged with determining the suitability, feasibility, and supportability of major proposed organizational change requests. The Total Force Structure Process (TFSP) relies on a detailed and integrated examination of DOTMLPF&C, ensuring a thorough analysis of the institutional requirements. Organizational change requests require a briefing to the DOTMLPF&C Working Group per reference (g). The DOTMLPF&C Working Group chair is DC CD&I/CDD/TFSD. Pillar representatives are detailed in reference (g) and provided in table 4-1.

Table 4-1. Pillar Representatives

Representative	Pillar
DC, CD&I	Organization
CG, TECOM	Doctrine / Training and Education
Director Office of USMC Communication	Leadership/Communication Synchronization
DC, M&RA	Personnel
DC, Installations and Logistics (I&L)	Facilities and Materiel
DC, Programs and Resources (P&R)	Cost

10. Marine Corps Bulletin (MCBul) 5400. A MCBul 5400 initiates all actions across the enterprise and supporting systems to properly and officially effect organizational change, to include establishment of all authorities associated with command. A MCBul 5400 is required whenever modifications or changes to USMC force structure from the DOTMLPF&C result in a change to organizational title, capability, mission, geographic location or concept of employment.

11. Marine Corps Bulletin (MCBul) 5400 Marine Human Resource Supplemental Message. Upon release of the MCBul 5400, MMIB releases a supplemental message that details the personnel pillar staffing execution. The message supplements the MCBul 5400 guidance and synchronizes organizational development and change action.

12. Staffing Goal Model. MMIB executes both the officer and enlisted staffing goal models for the AC. RAM executes the staffing goal models for the Active Reserve. The staffing goal model assists in the development of the staffing plan by distributing assignable inventory against manned ("purchased") billets listed in the ASR and then fills vacancies based upon precedence levels defined in reference (j). The staffing goal model managers use the appropriate FY ASR and a MCTFS snapshot of the assignable inventory as inputs. The model managers make necessary ASR modifications to account for additional staffing considerations (Overstaffs, Forward Staffs, Direct realignments) to create the Manpower Staffing Requirement (MSR). Both models can run with either strict grade fills or with 'one-up-one-down' methodology. Model managers utilize the model to distribute inventory across the MSR to produce the staffing goal. MMIB publishes assignment targets to MMEA and MMOA branches in WebMASS in the form of staffing goals.

13. Force Augmentation. Force Augmentation is an unfunded temporary duty position (or a member filling an unfunded temporary duty position) identified by a supported combatant commander or Headquarters, U.S. Marine Corps to augment staff operations during contingencies. MMIB manages force augmentation requirements using the Marine Corps Force Augmentation Processing System (MCFAPS). MCFAPS is the approval and validation tool for all force augmentation requirements. Per reference (m), the Deputy Commandant for Plans, Policy, and Operations (DC, PP&O) is the decision authority for all force augmentation requirements, to include emergent requirements. Force augmentation requirements are defined by three primary categories, including Joint, Service, and Command. Under the Joint category are four sub-categories: Joint Individual Augment on a Joint Manning Document (JT), Joint Request for Forces Individual Augment (JR), Joint Combatant Commander (JC), and Joint "Not a USMC JIA" (JN). The Service Request for Forces (RFF) IA (RF) and Shortfall IAs (in support of operation plans or Total Force Execution) are sub-categories to the Service force augmentation category. The Command category includes Service Augments (SA), Individual Mobilization Augments (IMA) and Admin Hold (Legal/Medical) force augmentation sub-categories. The Admin Hold sub-category is a status an IA falls into after initially filling a valid IA requirement. Detailed procedures to request IA forces are located in reference (m).

14. Program Objective Memorandum (POM). During the programming phase of the Planning, Programming, Budgeting, and Execution (PPBE) process per reference (n), MPP-40 sends AC and active duty operational support (ADOS) Manpower Plans to HQMC P&R, Manning Branch (RFM). Manpower Plans provides total work years and end strength by-grade and longevity across the FYDP for costing as part of the annual POM submission. Reserve Units and Detachments Activation Plans (i.e. ADOS/Units and Detachments) are driven by Marine Forces Command (MARFORCOM) via Global Force Management (GFM) requirements. DC, M&RA is responsible for managing Reserve Individual Augments (ADOS/IAs). Fiscal constraints determined through the POM process can drive changes to the Marine Corps' end strength.

15. Manpower Accession and Retention Plan (Memo-01). Memo-01 is published at the beginning of each FY and directs the necessary accession and retention missions required to meet the target end strength. Memo-01 provides MCRC, MM, RA, TECOM, and TRNGCMD key information necessary to execute their missions and amplifying guidance regarding monthly shipping goals. Critical elements of Memo-01 include: officer accessions by category, monthly accession forecasts, enlistment bonus programs employed by MCRC, retention goals, and force augmentation programs. Any deviation from the plans and

policies contained in Memo-01 must be coordinated in advance with MP through a subsequent memo publication. An example of Memo-01 can be found in Appendix D.

16. Training Input Plans (TIP). The TIP is a resource document that allocates school seats by course identification for all FLCs. The TIP includes all student types from all sponsors. The TIP conference is held by CG, TECOM, annually, in order to consolidate all training requirements across the FYDP. The TIP is published annually by CG, TECOM, taking into account all total force unrestrained training requirements from across the FYDP and resource restraints, directing the resourcing of training requirements by sponsor code and student type. Throughout the year of execution, updates will be made to the TIP within MCTIMS in order to identify emerging and updated requirements and will be known as the working TIP. The working TIP will attempt to be met within the existing resource constraints for the current year, and appropriate resources should be allocated to TRNGCMD to meet increased TIP requirements that persist in the out years. Submissions for other service school seat requirements are submitted annually and each submission includes five years of projected seat requirements. School seat allocations are required at least two years in advance to CG, TECOM. Requests for seats greater than the original submission will not always be granted, per reference (h).

17. Enlisted Entry-Level Plans. PMOSs are used by manpower planners to maintain the current inventory and build the future inventory of Marines to manage the force at authorized inventory levels. MPP-20 develops the FY AC enlisted accession plans and the prior service and reserve augmentation plan per reference (o). RAP-2 produces the Non-prior Service (NPS) Recruiting Plan. These plans are executed by MCRC via Memo-01. The annual program plan details the total number of active duty enlisted applicants to attend recruit training by Program Enlisted For (PEF) codes. The NPS Recruiting Plan details the total number of RC enlisted applicants to attend recruit training by quota serial number (QSN) and MOS. MCRC begins each FY with more than 50% of the following year's projected accessions already contracted, which means MCRC is working the current year's shipping contracts the year prior based on planning conducted in the previous year. Additionally, MPP-20 develops the FY enlisted classification plan executed by MMIB. Next, MPP-20 and RAP-2 produce the TIP executed by CG, TECOM. These plans inform Production Management (PM), TRNGCMD on the required number of graduates by MOS. All enlisted entry-level plans are derived from the GAR requirements three FYs from year of execution. Accession-level planning details are contained in reference (h), the Marine Corps Enlisted Production Process. MPP-20 and RAP-2 also develop the enlistment bonus plan per reference (p) and reference (q).

18. Enlisted Retention Plans. MPP-20 publishes retention allocations based on time-in-service zone and PMOS inventory, historical gain and loss information, and future year GAR requirements. MM then executes the retention plan specified in Memo-01 to include prior service and reserve augmentation per reference (o). First Term Alignment Plan (FTAP) and Subsequent Term Alignment Plan (STAP) retention allocations are created three months prior to the beginning of the FY to account for early reenlistment execution. MPP-20 also develops the selective reenlistment bonus (SRB) plan per reference (u) using historical retention rates to determine bonus requirements. The SRB plan is published annually via MCBul 7220. RAP-2 publishes the Marine Corps Reserve Retention Campaign and Goals, which includes the First Term Obligation Plan (FTOP), Subsequent Term Obligation Plan (STOP), Reenlistment, Active Reserve Accession (ARA), Active Reserve

Alignment Plan (ARAP), and Warrant Officer application goal. Lateral move training input plan requirements are submitted to CG, TECOM during the annual TIP submission period.

19. Enlisted Promotion Plans. MPP-20 and RAP-2 generate the staff noncommissioned officers (SNCOs) regular and meritorious promotion board allocation plans, Noncommissioned Officer monthly cutting scores, monthly SNCO promotion numbers, and enlisted career force controls (ECFC) that are executed by MM.

20. Enlisted End strength Plans. MPP-20 and RAP-2 generate end strength plans by forecasting requirements to meet the end strength established by the NDAA and projected strength across the FYDP. The annual plans MP and RA Divisions develop are utilized for budget POM planning. Additionally, MPP-20 and RAP-2 utilize reference (i), Title 10 force shaping authorities when necessary for drawdown/force shaping purposes, including, but not limited to the following: Temporary Early Retirement Authority (TERA), Voluntary Separation Pay (VSP), Voluntary Enlisted Early Release Program (VEERP), Selective Early Retirement Board (SERB), and 2P Staff Sergeant Continuation Board.

21. Enlisted Inventory Management. MPP-20 and RAP-2 generate inventory health reports to identify PMOSs with substandard inventory to structure ratio. MPP-20 and RAP-2 interface with the OccFld mangers to identify ways to increase inventory health.

22. Officer Entry-Level Plans. MPP-30 and RAP-2 are responsible for analysis, plans, and policy influencing officer accession, promotion, inventory, and retention. MPP-30 develops the FY AC officer accession plans that are executed by MCRC via Memo-01. These plans detail the total active duty unrestricted and restricted officer requirements, as well as each contract type requirement (i.e., Ground, Air, Law, and Cyber). RAP-2 produces the Reserve Officer Classification plan that details the total FY RC officer requirement. MCRC Officer Programs access officers through multiple accession sources of entry, to include: Officer Candidate Course (OCC), Naval Reserve Officers Training Corps (NROTC), United States Naval Academy (USNA), and Marine Enlisted Commissioning Education Program (MECEP). Additionally, MPP-30 and RAP-2 develop both the FY officer production requirements and TIP requirements that are executed by CG, TECOM. These plans inform Production Management, TRNGCMD on the number of officers by MOS The Basic School must produce each FY as well as the number of training seats required at each MOS producing school. Semi-annually, MPP produces the Aviation Officer Initial Production Requirements Letter which directly informs the Training Requirements Letter (TRL).

23. Officer Retention Plans. MPP-30 develops retention plans through the use of Career Designation as part of the semi-annual Officer Retention Boards. Additionally, MPP-30 utilizes reference (i), Title 10 force shaping authorities to create retention plans, and MM Division executes these plans; force shaping authorities include: TERA, VSP, SERB, Selective Continuation, Officer Voluntary Early Release, Direct Affiliation Program (DAP) into the RC, and Time-in-Grade waivers. Furthermore, MPP-30 utilizes reference (k), aviation incentive pay, and the annual aviation bonus plan for naval aviator retention. RAP-2 publishes officer incentive Marine Corps Administrative Messages (MARADMINs) annually, to shape reserve force shortfalls.

24. Officer Promotion Plans. MPP-30 develops both restricted and unrestricted promotion plans that inform each promotion precept pursuant to references (s) and (t). The plan determines the selection opportunities, zone sizes, numbers authorized to select, critical skill guidance for each grade and competitive categories, the annual continuation policy, and promotion board guidance in congruence with NDAA officer management authorities to meet projected officer end strength. RAP-2 generates the promotion plans for RC officers.

25. Officer End strength Plans. MPP-30 develops Manpower Plans utilized for budget POM planning and budget estimations. RAP-2 generates manpower accession and retention plans, published via Memo-01, for RC officers.

26. Officer Inventory Management. MPP-30 generates a monthly MOS Status Report, SecNav quarterly reports, and inventory reports to identify the health of all officer PMOSs by rank. MPP-30 interfaces with DC CD&I/CDD/TFSD, OccFld Managers, TECOM, and MM Division to identify ways to improve inventory health in accordance with institutional requirements.

27. Summary. This chapter highlights the complexity associated with recruiting, classifying, training, and retaining the force required to meet the military strategies detailed in the previous chapter. Moreover, this chapter provides illuminating details regarding the specific products developed and executed by each stakeholder in the dynamic and evolving HRDP environment. The culmination of manpower planning is the publication of Memo-01 each FY.

Chapter 5

Production

1. Overview. This chapter outlines the production process to develop the inventory to support USMC force structure requirements with the ultimate objective of maximizing efficient use of resources and optimizing time to train. Career progression MOS production is necessary to meet operational capability requirements.

2. Enlisted Production

a. Recruit Shipping and Training. Recruit shipping sets the tempo for the entire enlisted production process per reference (h). The annual Program Plan, published by MPP-20, and the Reserve Recruiting Plan, published by RAP, details the monthly shipping requirements by PEF category and Quota Serial Number (QSN) respectively. MCRC must make every effort to achieve the monthly shipping values in the Program Plan by PEF code; however, deviations from prescribed shipping are acceptable in order to achieve the quality and quantity of Marines necessary to sustain end strength.

b. Recruit Distribution Model (RDM). The Recruit Distribution section (MMIB-1) is responsible for the initial MOS classification for all AC, entry-level, enlisted recruits in accordance with prerequisites established in reference (c) and PEF statements of understanding. All AC enlisted accessions are shipped to recruit training with a PEF code. RC ships by QSN to a specific billet identification code in a reserve unit. The classification numbers are published annually by MPP-20 in the annual Classification Plan. MMIB-1 uses the RDM to register recruits, by PEF, into the next available "A" school seat for further assignment to a specific MOS, allowing a minimum of 10 days for leave, under normal conditions, following recruit training and the completion of Marine Combat Training (MCT). Once the RDM cycle is complete, MMIB-1 publishes a weekly Grad Report for that Marine Corps Recruit Depot (MCRD) graduating class which includes assigned intended military occupational specialty (IMOS), school dates, projected MCT dates, and Permissive Recruiter's Assistance Program (PRASP) eligibility. Marines are registered in a MCT or Infantry Training Battalion class seat upon convening by the School of Infantry (SOI) administrative personnel. Although classification typically occurs between training day 57-64 of recruit training, final classification may occur while the Marine is at MCT or the Marine may be temporarily classified into a training MOS, with actual IMOS classification occurring when the Marine reaches one of the sub-classification authorities. An IMOS transitions to a PMOS upon successful completion of the respective formal school.

c. Retention Execution. Enlisted Assignments (MMEA) begins the retention campaign by executing the retention boat space allocation plan which is tailored by PMOS and time in service zones. The retention plan is generated by MPP-20. Further refinement of the plan is determined as the ASR is updated throughout the year. Retention boards are used as required to select the most qualified Marines for retention. Boards are primarily conducted for PMOSs that have more reenlistment requests than reenlistment allocations; this is also known as fast-filling MOSS (FFM) in the annual retention campaign publications per reference (u). Additionally, SNCO Reaccessions boards screen prior service Marines to fill retention requirements per reference (u). Marines not retained in the AC will have their information passed to MCRC and RA for retention in the RC. Tier I

through III Marines who are not retained in the AC due to boat space limitations will have their information transferred to RA for consideration in the Active Reserve (AR) program.

3. Officer Production

a. Entry Level Production Plan and Military Occupational Specialty (MOS) Assignments. Officer accessions set the tempo for the officer production process. Memo-01 prescribes the number of officer accessions by contract type (ground, judge advocate, naval aviator, and cyber). MPP-30 publishes the annual MOS Production Letter for all ground MOS assignments (both AC and RC) at The Basic School (TBS) and the Aviation Officer Initial Production Requirements Letter for all naval aviators attending flight school following TBS. The entry-level production process must achieve the quality and quantity of officers necessary to sustain required end strength and a balanced MOS distribution across the institution. MPP-30 provides the MOS production requirement letter to TRNGCMD (PM) via TECOM in November of the year preceding the FY. TRNGCMD (PM) ensures MOSs are assigned in sufficient numbers to meet the total FY production requirement as provided by MPP-30. This production requirement represents the optimal number of lieutenants, by MOS, who will graduate MOS producing schools during the FY. Active Reserve officer assignments are coordinated through RA via the semi-annual officer accession boards.

4. Primary Military Occupational Specialty (PMOS) School Production. PMOS school production is represented by the two arrows inside the HRDP Cycle in figure 2-1 and 2-3. The Marine Corps utilizes both Marine and inter-service schools to facilitate PMOS training. PMOS training can be either single track or entail multiple tracks.

a. Entry-Level. TRNGCMD is tasked with ensuring there are enough school seats at each MOS production school. Annually, MPP provides TRNGCMD with the school seat requirements in order to accommodate the MOS production requirement via the Training Input Plan (TIP). For Marine-led courses, TRNGCMD publishes student class capacities and class schedules in MCTIMS. For multi-service schools, TECOM Marine Corps Student Registrar Branch (MCSR) coordinates with other services to acquire Inter-Service courses seats (Quota, DoD Directed, Naval Aviation, and Inter-service Training Review Organization (ITRO) Consolidated). Other service training management systems feed course information, class schedules, and Marine Corps service quotas into MCTIMS. MCSR then allocates school seat quotas based on TIP requirements. TRNGCMD G-3 PM section is responsible for coordinating and assisting in production tracking and management across all stakeholders, from manpower planning through completion of the PMOS School. TECOM assists in managing school resources to mitigate production shortfalls and publishes end of year entry-level AC and RC PMOS production report to DC, M&RA.

b. Lateral Move. Specific Primary MOSs are available via lateral move only. To fulfill the structure requirements, MPP annually provides TECOM with the school seat requirements in order to accommodate the MOS production requirement via the Training Input Plan (TIP). Similarly, RC lateral moves will be managed on a case by case basis subject to the needs of the service.

c. Career-Level. TECOM manages skill enhancement and career progression school seat requirements through formal request submissions coordinated between MPP, MM, and OccFld managers. RA prioritizes RC utilization of career progression school seat assignment in coordination with TECOM.

5. Professional Military Education (PME). There is more to sustaining a competitive advantage than acquiring hardware; Marines must gain and sustain an intellectual overmatch as well. Marines must enhance cognitive capacities to conceive, design, and implement strategies to integrate capabilities globally, defeat competitors in contests not yet imagined, and respond to activity short of armed conflict in contested domains. The 21st century demands Marines be far better educated and more capable of directing and integrating the Nation's military instrument. Intellectual capabilities described above are developed over a career and not as a result of episodic educational opportunities. These capabilities are honed over thousands of hours of deliberate practice, pushing cognitive limits and intellectual performance. A Marine's career must be designed to continually develop, refine, and exercise new intellectual skills up to and including the most senior ranks. Achieving our leader development aim requires a new trajectory for our PME that includes associated talent management systems. Our vision is for a fully aligned PME and talent management system that identifies, develops, and utilizes strategically minded, critical thinking, creative Marines skilled in the art of war and the practical and ethical application of lethal military power. Enlisted promotions are contingent upon PME completion and officer competitiveness for promotion is minimized if PME is not completed. It is vital that individual Marines and commanders ensure that PME per grade is completed per reference (v).

6. Summary. This chapter describes the entry-level MOS production process for both officers and enlisted, and provides amplifying information regarding retention practices and the associated lateral move training procedures. Additionally, this chapter illustrates the training and development aspect of the HRDP is ongoing as the Marine Corps strives to further the education and development of Marines through PME while fulfilling MAGTF requirements.

Chapter 6

Assignment

1. Overview. Manpower Management uses the assignments process to effectively achieve optimal distribution of institutional manpower requirements and career progression opportunities for every Marine. MPP establishes inventory requirements based on future structure requirements. MM executes assignments with current inventory and staffing requirements. Reference (w) provides amplifying information regarding existing assignment policies.

2. Overarching Assignment Policy

a. Compliance with existing Manpower Management policy and talent management practices improves combat readiness by controlling unit personnel turnover and ensuring equitable treatment and career development of individual Marines. Combat readiness is further improved by increasing stability of Marine families and reducing PCS costs. Additionally, policies contained within this Order may be replaced with temporary policies required to best support periods of contingency.

b. A valid Marine Corps staffing requirement must exist as the basis for transferring a Marine anywhere worldwide. Marines will be assigned to valid requirements based on their qualifications and ability to fill them. Factors such as availability, volunteer status, Time on Station (TOS), and other criteria remain secondary.

c. PCS orders will be directed to meet requirements within one of the following categories: Outside Continental United States (OCONUS), Global Force Management, Special Duty Assignments, Formal Schools Training, Retention, Joint, Promotions/Command, and Inspector/Instructor Staffs. With respect to assignments within the Continental United States (CONUS), Marines will be reassigned within the same geographic area whenever possible through use of a combination of Low Cost Permanent Change of Station (PCS) and No Cost Permanent Change of Assignment (PCA) Orders.

d. Qualified volunteers may be considered for all assignments. Volunteers not meeting the TOS requirements may be considered before qualified non-volunteers who meet TOS requirements.

e. Normally, Marines complete prescribed tours of duty. When possible, on a case-by-case basis, Marines may be allowed to extend any assignment voluntarily beyond the prescribed tour upon approval of Officer Assignments, (MMA); Enlisted Assignments, (MMEA); or Reserve Affairs Personnel Management, (RAM).

f. The assignment of Marines to and from Monitored Command Codes (MCCs) will only be made by the MMEA, MMA, or RAM.

3. Staffing Goal Execution. MMEA and MMA assign Marines to units based on the staffing goal model allocations provided by MMIB. Additional consideration is taken into account to ensure the right Marine fills the right billet. Career progression, to include achieving essential milestones for career development, are taken into consideration when filling assignment requirements. RAM manages the AR staffing goal model and assignment of AR personnel; including balancing requirements with career progression.

4. Career Counseling. Officer and enlisted career counseling (MMRP-50) is a critical entity in ensuring the right Marine is in the right place at the right time. Career counselors conduct site visits around the globe, or through the use of communication tools, to reach as many Marines as possible. As described in reference (w), MMRP-50 provides counsel for promotion boards, Marines passed for promotion, professional military education, and career progression. Topics covered include operational experience, MOS credibility, command and staff leadership experience, relative competitiveness, and potential for key billet and command selection. Additionally, guidance is provided regarding timing of resident PME and special programs. Reserve Affairs provides similar services for Reserve members.

5. Separations and Retirements. Separation and Retirement Branch (MMSR) executes manpower policies, directives, and laws governing the separation and retirement of Marines per reference (x). MMSR provides assistance and information to Marines experiencing limited duty, disability processing, and the retired community. Additionally, it maintains a retired list of the Marine Corps for mobilization purposes. MMSR also assists in non-deployable and promotion eligibility screening.

6. Summary. This chapter further describes the symbiotic relationship that exists between talent management and the HRDP. The overarching assignment processes seek to leverage talent management during assignments to ensure optimal combat readiness at the unit level. More importantly, this chapter specifies staffing is contingent on the published requirements.

Chapter 7

Assessment

1. Overview. The assessment phase is a systematic process of gathering and assessing information to refine plans and programs to meet operational requirements. Assessment is essential to creating flexibility in all phases of the HRDP to ensure continuous process improvement as the operating environment and/or manpower landscape changes.
2. Monthly End Strength Reconciliation. MPP and RA Division use monthly "Actuals" to validate end of FY end strength forecasts using monthly personnel gains and losses data. MPP and RA Division use this information to recommend changes to accessions and retention actions to meet the end strength requirements set forth in the NDAA which is annually approved by Congress and signed into law by the President.
3. Manpower Accession and Retention Plan (Memo-01) Adjustments. Accession adjustments are necessary to stay on target to meet the planned end strength and may also be directed as a result of budgetary constraints. Changes to the annual manpower accession and retention plan are documented in subsequent memorandums and approved by DC, M&RA.
4. Stakeholder Engagements. Stakeholder engagements provide a venue for assessing achievements versus requirements. Stakeholder engagements are defined in detail in Chapter 2.
5. Deputy Commandants (DCs). DCs and stakeholders shall provide subject matter expertise, insights and coordinated recommendations to the HRDP stakeholders to inform Marine Corps force development and other relevant decisions per references (e) and (y). When DCs identify emerging knowledge, skills, and abilities required, careful coordination should be conducted with the stakeholder FLC to ensure appropriate resourcing.
6. Major Subordinate Commands. Commanders must utilize all available assessment products to retain and promote the best and most fully qualified Marines. Assessment products include, but are not limited to the following: performance evaluations, reenlistment endorsements, and legal reports (non-judicial punishment, 6105, administrative separations, etc.). Interaction at the command level is crucial to Marine Corps-wide retention efforts.
7. Summary. The assessment phase is critical to improve the HRDP. Ongoing stakeholder engagements reinforce the roles and responsibilities identified in Chapter 2, and facilitate the communication of best practices thereby refining the overall HRDP. Furthermore, monthly "Actuals" provide an opportunity to evaluate adherence to planned recruit shipping, identify attrition at each phase of the HRDP, and validate end strength forecasting techniques.

APPENDIX A

Major Manpower Information Systems

The data systems listed below are used to support HRDP actions:

1. Marine Corps Total Force System (MCTFS). MCTFS is the integrated pay and personnel system for active duty and reserve Marines, and the authoritative source of data for all Marine Corps pay and personnel information.
2. Marine Corps Training Information Management (MCTIMS). MCTIMS is the enterprise-wide training information management system for standards-based training development and management. The system's web-enabled applications, working in concert with Oracle databases, provide integrated applications that serve all of the service's training development and management needs. MCTIMS is the authoritative data source for all training data. The system enables units to maintain data and generate and share reports, as required, with service-level readiness and manpower systems; other services' training management systems; and other Department of Defense information technology systems. The backbone of MCTIMS is the T&R Manual Module. T&R manuals provide commanders across the Marine Corps with a tool for planning and implementing progressive training. The T&R Manual Module is used to develop and maintain individual and collective training and readiness event data. Individual and collective training and readiness events define all formal schools' training requirements and also define unit training plans for units preparing for deployment.
3. Total Force Data Warehouse (TFDW). TFDW is a system of the Manpower Information Technology Branch, M&RA. It is the Marine Corps' official system of record for reference (i) end strength reporting. The TFDW houses more than 30 years of historical manpower data from a variety of service level and DoD systems including MCTFS, WebMASS, RCs Common Personnel Data System, MCTIMS, Requirements, Transition, and Manpower Management System (RTAMMS) Drill Management Module (DMM), and Defense Enrollment Eligibility Reporting System in one central location to provide manpower analysts with a comprehensive view of a Marine's career from "street to fleet."
4. Total Force Structure Management System (TFSMS). TFSMS is the single, authoritative data source which documents all force structure requirements and authorizations, to include: unit descriptive and geographic hierarchy data; billet description and unit relationship data, skills requirement by billet and grade, manning precedence levels, military equipment attributes, approved acquisition objectives, unit tables of organization and equipment; unfunded requirement quantities and planned procurement quantities. TFSMS is a business process engine for the activities defined in reference (e).
5. Total Force Retention System (TFRS). TFRS is used for the creation, processing, tracking, and execution of Reenlistment, Extensions, and Lateral Move (RELM) requests. The principal users of TFRS consist of Career Planners (CPs) and HQMC staff to support the retention process for the Marine Corps. This application supports both the active duty and reserve forces. RELM requests are processed and maintained within this system from creation by the CP, to HQMC departments of MM and Reserve Affairs Management (RAM-1), and then back to the CP for action. The TFRS application includes the archival and storage of completed RELM requests and interviews. TFRS is the information support system that enables the Marine Corps Career Retention Force to systematically input, review, dispose, and manage information needed

to retain (reenlist or extend) or reclassify (lateral move) Marines into different career fields.

6. Web-Based Manpower Assignment Support System (WebMASS). When permanent change of station initial orders, modification, or cancellations are necessary, MM Division staff prepares and submits entries in WebMASS per reference (z).

APPENDIX B

Glossary of Acronyms and Abbreviations

AC	Active Component
ADOS	Active Duty Operational Support
AR	Active Reserve
ARA	Active Reserve Accession
ARAP	Active Reserve Alignment Plan
ASR	Authorized Strength Report
CD&I	Combat Development and Integration
CG	Commanding General
CMC	Commandant of the Marine Corps
COI	Community of Interest
CP	Career Planner
CPG	Commandant of the Marine Corps Planning Guidance
DAP	Direct Affiliation Program
DC	Deputy Commandant
DoD	Department of Defense
DON	Department of the Navy
DOPMA	Defense Officer Personnel Management Act
DOTMLPF&C	Doctrine, Organization, Training/Education, Materiel, Leadership/Communication Synchronization, Personnel, Facilities, and Cost
DPG	Defense Planning Guidance
EAD	Extended Active Duty
ECFC	Enlisted Career Force Controls
ESG	Executive Steering Group
FFM	Fast-Filling MOSs
FLC	Formal Learning Center
FMF	Fleet Marine Force
FTAP	First Term Alignment Plan
FTOP	First Term Obligation Plan
FY	Fiscal Year
FYDP	Future Years Defense Program
GAR	Grade Adjusted Recapitulation
GFM	Global Force Management
HRDP	Human Resource Development Process
I&L	Installations and Logistics
IA	Individual Augment
IADT	Initial Active Duty for Training
IMA	Individual Mobilization Augmentation
IMOS	Intended Military Occupational Specialty
IRR	Individual Ready Reserve
ITRO	Inter-service Training Review Organization
JC	Joint Combatant Commander
JN	Joint "Not a USMC JIA"
JR	Joint Request for Forces Individual Augment
JT	Joint Individual Augment on a Joint Manning Document
M&RA	Manpower and Reserve Affairs
MAGTF	Marine Air Ground Task Force
MARADMIN	Marine Corps Administrative Message
MCCDC	Marine Corps Combat Development Command
MCRC	Marine Corps Recruiting Command

MCRD	Marine Corps Recruit Depot
MCSRBR	Marine Corps Student Registrar Branch
MCT	Marine Combat Training
MCTFS	Marine Corps Total Force System
MCTIMS	Marine Corps Training Information Management System
Memo-01	Manpower Accession and Retention Plan
MM	Manpower Management
MMB	Marine Manpower Board
MMEA	Manpower Management Enlisted Assignments
MMIB	Manpower Management Integration Branch
MOS	Military Occupational Specialty
MPMC	Military Personnel, Marine Corps
MPP	Manpower Plans, Programs, and Budget
MPP-20	Enlisted Plans Section
MPP-30	Officer Plans Section
MPP-40	Programs and Budget Section
MROC	Marine Requirements Oversight Council
MSE	Major Subordinate Elements
MSR	Manpower Staffing Requirement
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NMS	National Military Strategy
NROTC	Naval Reserve Officers Training Corps
NSS	National Security Strategy
OAG	Operational Advisory Group
OccFld	Occupational Field
OCS	Officer Candidate School
OVER	Officer Voluntary Early Release
P&R	Programs and Resources
PEF	Program Enlisted For
PM	Production Management
PMOS	Primary Military Occupational Specialty
PPBE	Planning, Programming, Budgeting, and Execution
PP&O	Plans, Policy, and Operations
PRASP	Permissive Recruiter's Assistance Program
QSN	Quota Serial Numbers
RA	Reserve Affairs
RAM	Reserve Affairs Management
RAP	Reserve Affairs Program
RC	Reserve Component
RDM	Recruit Distribution Management
RELM	Reenlistment, Extensions, and Lateral Move
RF	Service Request for Forces Individual Augment
RFF	Request for Forces
RFM	HQMC P&R, Manning Branch
SA	Service Augments
SERB	Selective Early Retirement Board
SMCR	Selected Marine Corps Reserve
SNCO	Staff Non-commissioned Officer
SOI	School of Infantry
SRB	Selective Reenlistment Bonus
STAP	Subsequent Term Alignment Plan
STF	Street-to-Fleet
STOP	Subsequent Term Obligation Plan

SWAG	Standard Written Agreement
T&R	Training and Readiness
T/O	Table of Organization
T2P2	Training, Transients, Patients, and Prisoners
TBS	The Basic School
TECOM	Marine Corps Training and Education Command
TFDW	Total Force Data Warehouse
TERA	Temporary Early Retirement Authority
TFRS	Total Force Retention System
TFS	Total Force Structure
TFSD	Total Force Structure Division
TFSMS	Total Force Structure Management System
TFSP	Total Force Structure Process
TIP	Training Input Plan
TMEC	Talent Management Executive Council
TMOD	Talent Management Oversight Directorate
TRL	Training Requirements Letter
TRNGCMD	Training Command
VEERP	Voluntary Enlisted Early Release Program
VSP	Voluntary Separation Pay

APPENDIX C

Glossary of Terms and Definitions

Active Component (AC). The AC military are those full-time military men and women who serve in units that engage enemy forces, provide support in the combat theater, provide other support, or who are in special accounts (transients, students, etc.). These men and women are on call 24 hours a day and receive full-time military pay.

Authorized Strength Report (ASR). The ASR determines the USMC manning based on the established Manning Precedence Levels listed in reference (j).

Manpower Plans. A by grade longevity calculation, across the FYDP for costing as part of the annual POM submission.

Manning. Per reference (h), manning is defined as the portion of a unit's T/O which, within budgetary constraints, is authorized to be filled with Marines.

Marine Corps Total Force. For the purpose of this Order Total Force only applies to active duty and reserve Marines (not civilian Marines or other service Marines).

Reserve Component (RC). Per reference (aa), RC provides trained units and qualified individuals to augment, reinforce, and sustain the AC in times of war or national emergency or as national security may require. The RC is comprised of the ready reserve, standby reserve, and retire reserve. Ready reserve RC Marines can be classified into the following categories: Active Reserve (AR), ADOS, Selected Marine Corps Reserve (SMCR), IMA, Initial Active Duty for Training (IADT), and the Individual Ready Reserve (IRR).

Staffing. As the portion of manning to be filled with assignable inventory in accordance with the priorities established by the CMC as described in reference (j).

Table of Organization (T/O). The T/O represents the required manning per unit. T/Os are managed by DC CD&I/CDD/TFSD.

Appendix D

Manpower Accession and Retention Plan (Memo-01) Example

DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VA 22134-5103

IN REPLY REFER TO:
1000
MP

From: Deputy Commandant for Manpower and Reserve Affairs

Subj: FISCAL YEAR 2020 MANPOWER ACCESSION AND RETENTION PLAN,
MEMO-01

Ref: (a) FY17-FY21 Marine Corps Manpower Accession and Retention
Strategy
(b) MCO 1040.31 Enlisted Retention and Career Development
Manual

Encl: (1) FY20 Active Component Accession and Retention Plan
(2) FY20 Active Component Enlistment Program Plan
(3) Active Component Enlisted Force Reporting Guidance
(4) FY20 Reserve Component Accession and Retention Plan

1. Reference (a) details policies and actions implemented to preserve and enhance the success of the Marine Corps Recruiting Command (MCRC) and serves as the overarching and comprehensive strategy for accessing enlisted recruits and new officer accessions. Reference (b) provides the processes and procedures for enlisted retention. Initial requirements for the Fiscal Year 2020 Marine Corps Accession and Retention Plan are provided in the enclosures.

2. Coordinate any adjustments to the enclosures with Director, Manpower Plans and Policy Division (MP), as appropriate.

D. C. M&RA

Distribution:
CG, TECOM
CG, MCRC
Dir, MM
Dir, MP
Dir, RA

1. General. The Active Component Accession and Retention Plan: Memo-01 contains Marine Corps accession and retention policy, actions, and estimates for FY20 and FY21. This plan is the official Marine Corps accession and retention planning document and must be executed in its entirety. Any deviation from the plans and policies contained in the Active Component Accession and Retention Plan, Memo-01, must be coordinated in advance with the Director, Manpower Plans and Policy Division.

2. Accessions

a. Enlisted Accession Planning

(1) The Fiscal Year (FY) 2020 accession plan forecasts the number of accessions required to meet an end strength of 163,088 active component enlisted Marines based on a total target strength of 184,600 officer and enlisted Marines.

(2) The FY21 accession plan forecasts the number of accessions required to meet an end strength of 162,430 active component enlisted Marines based on a total target strength of 184,100 officer and enlisted Marines.

(3) The enlisted accession forecasts are based upon FY20 and FY21 loss estimates. The accession plans are subject to change as a result of revised loss estimates made through the end of the fiscal year.

b. FY20 Enlisted Accession Requirement

(1) The regular non-prior service (NPS) accession requirement for FY20 is 31,100. Marine Corps Recruiting Command (MCRC) should be prepared to increase or decrease shipping in order to meet adjusted accession requirements throughout the fiscal year.

(2) The following table will be used for regular non-prior service FY20 accession mission planning:

FY20 NPS ACCESSIONS												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY Total
2,69	2,01	2,21	2,76	1,6	2,0	1,8	1,6	4,7	2,6	3,2	3,4	31,100
6	2	3	2	85	08	75	43	61	84	98	63	

(3) The programs stated below highlight enlistment programs which have endured shortages in previous years and are allocated enlistment bonus pay to high quality applicants. It is expected that all FY20 Program Enlisted For (PEF) goals will be achieved. Enclosure (2) represents the FY20 PEF plan in its entirety.

<u>Program Title</u>	<u>Enlistment Bonus (EB) Codes</u>
Electronics Maintenance	BY/Q8
CBRN Defense	UJ/Q7
Music	U2U4/Q6
Information and Comm Technology	DB/Q5
Motor Transport	MT/Q4
Supply, Accounting, and Legal	CC/Q3
Cyber, Intel, Crypto Ops and Plans	DD/Q2

Shipping Bonus ANY/Q1
Infantry-6 Year Option QH/QH

(4) Prior Service Enlistment Program (PSEP) accessions will be in accordance with MCO 1130.80B, this memo, and may be approved beginning 1 November 2019. MCRC will receive contracting and shipping credit for prior service accessions toward the FY20 regular NPS accession mission. The intent of the FY20 PSEP allocations is to provide high demand and high skill military occupational specialties (MOS) with qualified candidates.

(5) Active duty Marines are given first opportunity to reenlist; therefore, no FY20 PSEP applications will be approved prior to 1 November 2019. Exceptions to this policy will be made for individuals who qualify for and desire to reenlist into a critical MOS listed in the annual First-Term and Subsequent Term Alignment Plan (FTAP)/(STAP) Enlisted Retention Submission Guidelines. MOSs will close as retention goals are met. PSEPs will only be authorized to enlist in eligible MOSs and total FY20 PSEP accessions will not exceed 100. Enlisted Retention (MMEA-1) will provide the MCRC G-3 (Enlisted Operations) PSEP Chief with an updated list of closed MOSs at the end of each month.

c. FY21 Regular Enlisted Accession Requirement. The regular NPS accession requirement for FY21 is currently forecasted to be 31,500 accessions. MCRC should be prepared to increase or decrease shipping in order to meet accession requirements for the fiscal year.

d. FY20 and FY21 Officer Accessions Requirements. To meet the projected Marine Corps officer end strengths through FY21, the following officer accession quotas are established:

	FY20	FY21
Commissioned Officers	1476 (quota)	1690 (quota)
Warrant Officers	<u>250</u>	<u>250</u>
Total	1726 (quota)	1940 (quota)

(1) The 1476 quota for FY20 includes 69 accessions that were accessed during FY19 due to The Basic School (TBS) class scheduling.

(2) Included in the above totals are the following officer accession quotas by category:

	FY20	FY21
Naval Aviators	410	410
Naval Flight Officers	0	0
Judge Advocates	50	50
Cyber Officers	0	10
Ground Officers	<u>1016</u> (quota)	<u>1220</u> (quota)
Total Commissioned	1476 (quota)	1690 (quota)

(3) MCRC shall ensure that they access no more than one percent above and no less than two percent below the quota of the total assigned commissioned officer accession mission of 1476.

(4) Due to the volatility of Warrant Officer (WO) accessions, an estimate of 250 is provided for FY20. The FY20 active component WO

requirement is 300, however, actual accessions are subject to the number of eligible applicants by MOS, board selection rates by MOS, and attrition of WO selects prior to appointment in February of FY20.

(5) MCRC shall ensure that no more than 10% of all aviation accessions for a given fiscal year have an Aviation Selection Test Battery waiver.

(6) Return to Active Duty (RAD) and Inter-Service Transfer (IST) accessions will be in accordance with MCO 1001.65. MCRC will not receive credit for RAD and IST accessions toward the FY20 or FY21 regular accession mission. RAD and IST accessions are accounted for separately from MCRC's new accession mission.

(7) To ensure an even flow of aviation officers from TBS to flight training, the number of aviation officers assigned to each TBS class will be closely coordinated between MCRC, MPP-30, Officer Assignments (MMOA-3), Training and Education Command, Training Command, and Marine Aviation Training Support Group.

(8) Due to the inherently long nature of aviation training pipelines, no officer accession with an aviation contract will be permitted to participate in post-graduate education programs prior to completion of their first operational tour.

(9) Ground and law lieutenants commissioned from enlisted commissioning programs, NROTC, PLC, and OCC will be contracted and obligated for a minimum of 36 months from the completion of their primary MOS school. Naval Aviator (NA) lieutenants will be contracted and obligated to a minimum of 96 months from "winging" date.

(10) Cyberspace service agreements will be for 72 months upon successful completion of the MOS producing school. MPP-30 will provide MCRC with a Cyberspace mission via the FY21 Memo-01.

(11) In FY20 and in subsequent years, Unmanned Aircraft System (UAS) MAGTF Electronic Warfare Officer (EWO) service agreements will be for 72 months upon successful completion of the MOS producing school. MPP-30 does not intend to provide MCRC with a UAS accession mission via a Memo; however it is requested that MCRC generate an amendment to the current service agreements for competitive assignment of this MOS at The Basic School (TBS).

3. FY20 Retention Planning

a. Total Retention

(1) The retention plan forecasts the number of active component Marines required to be retained to meet the target end strength of 163,088 enlisted Marines for a target strength of 184,600 Marines.

(2) The retention requirement is based upon the February '19 Grade Adjusted Recapitulation (GAR), forecasted FY20 accession gains, and loss estimates in the enlisted force.

(3) This plan is subject to change as a result of revised estimates or changes to the end strength target.

b. Total Active Retention Requirement for FY20.

(1) The FY20 active component enlisted total retention goal is 12,792. The total retention requirement includes all forms of retention, including reenlistments and extensions, in any category or zone (A-E) of active component enlisted Marines, cross-year extensions, cross-year retirement expiration of active service (EAS) adjustments, medical/legal hold EAS adjustments, and any other retention action that causes a Marine with a current FY EAS to remain in the active component beyond 30 September 2020.

(2) The First-Term Alignment Plan mission is 5,412 reenlistments. The remaining 7,380 retention allocations include Subsequent Term Alignment Plan reenlistments (5,694 forecast), cross-FY extensions (350 forecast), senior enlisted retention (1,111) forecast), Quality Marine Identification (QMI) retention (100 forecast), and EAS holds/adjustments (125 forecast). The MPP-20 established boatspace requirements are the goal to achieve desired health across individual PMOSs. The FTAP and STAP missions established in this memo are required to meet the aggregate end strength target. Retention reporting will be against the missions outlined in this memo.

(3) The Quality Reenlistment Program (QRP) is not active for FY20. The Quality Marine Identification (QMI) program is available for commanding generals to request a closed boatspace waiver for quality FTAP Marines.

c. FY20 Accounting Procedures

(1) Timely and accurate reporting of all forms of retention is critical in order to correct programs that affect the total end strength target.

(2) Enclosure (3) contains the Active Component Enlisted Force Reporting Guidance.

(3) Marines who reenlisted upon commencement of the FY20 retention campaign and prior to this memorandum, who had an expiration of current contract during FY20 count toward the FY20 allocation.

(4) PSEPs will count against FY20 specific MOS boat spaces and will also be credited toward the FY20 regular NPS accession mission. MMEA-1 will provide MCRC G-3 (Enlisted Operations) with an updated list of all closed MOSs at the end of each month. Per MCO 1130.80B, PSEP applications may be processed for closed MOSs; however, MOSs that have already achieved retention goals will not receive favorable consideration for re-accession into the active component.

(5) MPP-20 will assess the effects of dual PSEP credit throughout the fiscal year to determine if an increase or decrease to the NPS Regular accessions is required in order to achieve the annual end strength goal.

4. Force Augmentation

a. The 2005 National Defense Authorization Act requires the Marine Corps to count against AC end strength certain Marines of the Reserve Component who have served 1,095 days out of the previous 1,460 (3 of 4 years) day period on active duty.

b. In order to facilitate accurate end strength planning and accounting, the maximum number of Active Duty Operational Support (ADOS) Active Component (AC) Reserve Marines past 1,095 days out of the previous 1,460 (3 of 4 years) day period allowed on 30 September 2020 is 50, waived to 75 Marines if deployed inside the CENTCOM AOR in direct support of combat operations.

c. Reserve Affairs (RA) will receive 0 ADOS-AC allocations and MM will receive 50 allocations of ADOS Reserve Marines past 1,095 days out of the previous 1,460 (3 of 4 years) day period. Five of the 50 allocations will be managed by MM, however they will be reserved for those RC Marines on ADOS-AC funded orders that could count against the active duty end-strength. When those instances arise, MM will serve as the decision authority for those requests. The remaining 25 ADOS-CO allocations will be reserved for RC Marines supporting contingency operations. Adjustments to these allocations will be coordinated with MP Division. Additionally, enclosure (3) contains monthly reporting and forecasting requirements.

d. Due to end strength constraints, no new sanctuary boards are authorized for FY20.

e. The forecasted cap for ADOS-AC Reserve Marines past 1,095 days out of the previous 1,460 (3 of 4 years) day period on 30 September 2021 is 50, waived to 75 Marines if deployed inside the CENTCOM AOR in direct support of combat operations.

5. Extended Active Duty Recruiters

a. In order to facilitate accurate end strength planning and accounting, the maximum number of Extended Active Duty (EAD) Reserve Marines past 1,095 days out of the previous 1,460 (3 of 4 years) day period allowed on 30 September 2020 is 10.

b. The forecasted cap for EAD Reserve Marines past 1,095 days during FY21 is 10.

6. Retire/Recall and Retire/Retain. There shall be no retire/retain or retire/recall for either officers or enlisted Marines, in either the active or reserve components, approved beyond the end of FY20 due to end strength constraints.

7. Active and Reserve Component Officer Transitions

a. Transfers of officers, in an entry-level status, may be done with the approval of DC, M&RA via MMOA-3.

b. Return to Active Duty requirements by grade and PMOS, will be set by MPP-30, and announced by MMOA-3 semiannually via the Officer Retention Board (ORB) MARADMIN.