



**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS  
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WASHINGTON DC 20350-3000

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MARINE CORPS ORDER 5220.13

From: Commandant of the Marine Corps  
To: Distribution List

Subj: ENTERPRISE PERFORMANCE IMPROVEMENT STRATEGIC PRIORITIZATION PROCESS

Ref: (a) DoD Directive 5010.42, "DoD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program," May 15, 2008  
(b) MROC Decision Memorandum 50-2013  
(c) SECNAV M-5210.1  
(d) SECNAVINST 5211.5E

Encl: (1) Strategic Prioritization Working Group Charter

1. Situation

a. This Order establishes the Strategic Prioritization Process (SPP) and the Strategic Prioritization Working Group (SPWG) roles, responsibilities, and tasks to ensure organizational and process-based improvement efforts target and align with strategic performance goals of the Marine Corps Enterprise.

b. Reference (a) established policy to institutionalize CPI/LSS as one of the primary approaches to assessing and improving efficiency and effectiveness of DoD processes in support of the Department's national defense mission.

c. Reference (b) established SPP as an enterprise-level process to prioritize, analyze, and solve Marine Corps strategic issues identified and agreed to by senior leadership. This reference established the Marine Requirements Oversight Council (MROC) as the enterprise-level SPP governance body with the MROC Review Board (MRB) assuming a prominent role in enterprise-level SPP portfolio management/oversight on behalf of the MROC. Programs and Resources (P&R) Enterprise Performance Support (EPS) serves as the SPP Secretariat. The reference directed the Deputy Commandant for Programs and Resources (DC P&R) to establish a SPWG to plan effective and efficient use of enterprise-level performance improvement capabilities. The enclosure is the DC P&R approved charter for the SPWG.

2. Cancellation. MCO 5220.12.

3. Mission. Facilitate improved performance of capabilities in alignment with strategic priorities of USMC Senior Leadership across the Marine Corps Enterprise.

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4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Purpose. To provide senior leaders with a process to leverage enterprise-level performance improvement capabilities to prioritize, analyze, and solve issues of strategic importance to the Marine Corps in order to achieve greater warfighting capability and combat readiness, and improve quality of life for Marines and their families.

(b) Method

1. Promulgate the SPP as the enterprise level process to utilize CPI capabilities to prioritize, analyze, and solve Marine Corps strategic issues identified and agreed upon by senior leadership.

2. Promote standardization to drive sustainable performance improvement.

3. Utilize available resources to accomplish strategic initiatives as approved by the MROC/MRB in support of strategic objectives.

(c) End State. A climate of efficiency and effectiveness achieved through the application of proven standard methods for identifying opportunities and streamlining processes to build the best Marine Corps the nation can afford in an increasingly austere fiscal environment.

(2) Concept of Operations

(a) SPP Leadership. Enterprise-level SPP is governed by the MROC per reference (b). The MRB provides management and oversight of the enterprise-level SPP portfolio to support accomplishment of the strategic mission priorities in the Commandant's guidance and associated strategic documents.

(b) SPP Planning and Coordination

1. Reference (b) directed the establishment of a SPWG comprised of members representing the organizations with MRB membership. The SPWG serves as the enterprise-level Marine Corps forum to advise and assist the MROC and the MRB in managing the enterprise-level SPP. Responsibilities of the SPWG are described in enclosure (1).

2. Initiatives submitted through the SPWG and approved by the MROC will be tasked to EPS to lead, facilitate, and provide process and performance improvement expertise to cross-functional teams in the end-to-end review, analysis, and improvement approaches required to accomplish the desired outcomes.

(c) Program Infrastructure. The routine execution of enterprise-level SPP is the responsibility of the EPS SPP Secretariat. Specific responsibilities are listed in enclosure (1).

b. Subordinate Element Missions

(1) DC for Programs and Resources (P&R) shall:

(a) Establish the SPWG as described in enclosure (1) to serve as the initial, enterprise level Marine Corps forum to advise and assist the MROC and the MRB in managing the enterprise-level CPI SPP.

(b) Through the MRB, ensure coordination and alignment of enterprise-level SPP with institutional guidance: The Commandant's Planning Guidance and the Planning, Programming, Budgeting, and Execution process, to include the Marine Corps Service Campaign Plan, Marine Corps Enterprise Integration Plan, and the Program Objective Memorandum; and that is informed by and contributes to the Marine Corps Strategic Health Assessment and Manager's Internal Control Program.

(2) Deputy Commandants, HQMC Directors, Marine Force Commanders, Commanding Generals, and Installation Commanding Officers shall:

(a) Submit initiatives for consideration into the SPP, through the chain of command. Strategic Initiative Scoping Documents are provided in the annual data call.

(b) Ensure potential initiatives are capability or readiness challenges that are:

1. Of strategic impact to the USMC enterprise
2. Driven by mission/strategic guidance
3. Valuable to resolve
4. Problems that "have stood the test of time"
5. Without known solutions

(c) Proposed initiatives will be evaluated analytically by the SPWG in three main impact categories: Strategic Impact to USMC Enterprise, Expected Results/Impact, and Resourcing Impact. Recommendations for support and prioritization based on these evaluations are forwarded to the MRB for approval.

5. Administration and Logistics. Questions concerning this Order should be forwarded to P&R, Management and Productivity, EPS via the appropriate chain-of-command.

a. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (c) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

b. The generation, collection or distribution of personally identifiable information (PII) and management of privacy sensitive information shall be in accordance with the Privacy Act of 1974, as amended, per reference (d). Any unauthorized review, use, disclosure or distribution is prohibited.

6. Command and Signal

- a. Command. This Order is applicable to the Marine Corps Total Force.
- b. Signal. This Order is effective the date signed.



J. B. Laster

Director, Marine Corps Staff

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**STRATEGIC PRIORITIZATION WORKING GROUP CHARTER**

1. Mission. The SPWG serves as the initial, enterprise-level Marine Corps forum to advise and assist the MROC and the MRB in managing the enterprise-level CPI SPP. This process leverages CPI capabilities to prioritize, analyze and solve Marine Corps strategic issues identified and agreed to by senior leadership to create a climate of efficiency and effectiveness by identifying opportunities and streamlining processes to build the best Marine Corps the Nation can afford.

2. Authority. The roles and responsibilities of the SPWG are derived from MROC DM 50-2013.

3. Membership. The members of the SPWG represent their organizations and are responsible for coordinating and communicating working group efforts with their MRB/MROC members. In their role to leverage the DC P&R's enterprise focus and business transformation engagements Service-wide, the Enterprise Performance Support Director or his designate will chair the SPWG. Each principal organization will be represented by appropriate members chosen by the MRB representative for that organization. Members have voting status. Each organization will have an appropriate backup, approved by the MRB member and the SPWG Chairman, in place to represent their organization when the designated representative is unavailable. The membership is maintained by the SPWG Secretariat on the roster enclosed. The SPWG Chairman may designate associate members and invite guests, including persons from other Services or staffs, who have no voting status, for appropriate portions of meetings. The voting member organizations are:

- a. Marine Forces Command (MFC)
- b. Marine Forces Pacific (MFP)
- c. Marine Forces Reserve (MFR)
- d. Deputy Commandant for Aviation (DC AVN)
- e. Deputy Commandant for Combat Development and Integration (DC CD&I)
- f. Deputy Commandant for Installations and Logistics (DC I&L)
- g. Deputy Commandant for Manpower and Reserve Affairs (DC M&RA)
- h. Deputy Commandant for Plans, Policies, and Operations (DC PP&O)
- i. Deputy Commandant for Programs and Resources (DC P&R)
- j. Command, Control, Communications, and Computers Department (C4)
- k. Marine Corps Systems Command (MCSC)
- l. Training and Education Command (TECOM)

4. SPP Roles and Responsibilities

a. MROC/MRB- Provides leadership to manage portfolio of strategic CPI initiatives at the USMC enterprise level

(1) The MRB assumes a prominent role in enterprise-level CPI SPP portfolio management and oversight on behalf of the MROC as follows:

(a) Reviews proposed prioritization plan and approves relative priority assessments based on impact to the Marine Corps and strategic priorities;

(b) Approves and directs priority for resourcing initiatives based on relative priority and resource capacity;

(c) Briefs contentious issues to the MROC; passes non-contentious decisions and status updates to the MROC electronically.

(2) The MROC receives portfolio results and status updates as required.

b. MROC Secretariat

(1) Ensures SPP is incorporated into MRB and MROC (as required) calendars.

(2) Provides support and communication with MRB and MROC members as required.

c. SPWG - SPP Subject Matter Experts and organizations' representatives

(1) Receive "bottom up" initiatives championed by their organization

(2) Coordinate assessment of proposed initiatives against criteria

(3) Serve as SME for prioritization/update/status meetings

(4) Collaborate with Strategic Prioritization Secretariat to develop proposed prioritized portfolio and execution plan

d. SPP Secretariat- Enterprise Performance Support

(1) Collects/identifies potential strategic initiatives across the USMC Enterprise

(2) Provides support to originating organizations with direct liaison authority to scope and ensure necessary information is provided to prioritize proposed initiatives

(3) Schedules and manages SPWG meetings including providing agendas, capturing minutes and providing meeting documentation and action items to SPWG members.

(4) Coordinates assessment of initiatives with SPWG

(5) Consolidates individual organization assessments for initiatives

(6) Collaborates with SPWG to provide proposed prioritized CPI Enterprise Portfolio and execution plan to MRB and MROC for review and approval

(7) Maintains CPI Enterprise Portfolio in accordance with MRB/MROC Decision Memos

(8) Provides proposed prioritized action plan to MRB and MROC considering strategic impact, available pooled resource capacity, and risk assessment

(9) Advises the MRB and MROC on the timing and the start of new initiatives and the closeout of ongoing initiatives.

(10) Engages the initiative champions to execute MROC priorities.

(11) Coordinates with initiative champions to track status of ongoing efforts and report to the MRB as directed through the SPWG.

(12) Provides a summary of results and impacts to the MRB and MROC

#### 5. Schedule Battle Rhythm

The SPP will be a continuous cycle with formal checkpoints executed on a regular basis.

a. Initiative identification and scoping will happen continuously as potential strategic changes are identified. Once the initiatives are identified and scoped, they will be presented to the SPWG at the next regular meeting.

b. SPWG meetings will be conducted monthly with a standing agenda that will facilitate:

(1) Consolidated Initiative Scoping Review

(2) Review and assessment of portfolio plan and status

(3) Proposed changes to, new starts of, and stopping of initiatives

c. MRB meetings will be conducted as required to include:

(1) CPI Enterprise Portfolio review and approval

(2) Results and status of initiatives to provide to the MROC

(3) Unscheduled changes to the portfolio

6. Date to be Terminated. The SPWG is established to support the CPI SPP as outlined by the authorities in paragraph 2 of the enclosure. The charter will

be reviewed on an annual basis or as necessary at the discretion of the SPWG Chairman to maintain currency and relevancy.

Approval:

  
Deputy Commandant, Programs and Resources