



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

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21 May 2025

MEMORANDUM FOR THE RECORD

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS DIRECTIVES COMPLIANCE WITH EXECUTIVE ORDER 14168

Ref: (a) Executive Order (E.O.) 14168, "Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government," January 20, 2025
(b) United States Office of Personnel Management (OPM), Memorandum, "Initial Guidance Regarding President Trump's Executive Order *Defending Women*," January 29, 2025
(c) Marine Corps Order 5311.1E, "Total Force Structure Process", November 18, 2015

1. In accordance with references (a) and (b), reference (c) has been reviewed and updated as necessary.
2. The required changes have been incorporated into reference (c) as an administrative update on the relevant pages:
 - a. Change the word "gender" to "sex" in paragraph 4.b.(2)(d) 5.m.
 - b. Change the word "Gender" to "Sex" on page vi.
 - c. Change the word "Gender" to "Sex" in Appendix D, paragraph 1.f.
 - d. Change the word "Gender" to "Sex" in Appendix D under Figure D-1.
 - e. Change the word "Gender" to "Sex" in Appendix D, paragraph 2.
3. These changes are effective as of the date signed.

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Director, Administration and Resource
Management Division
By direction

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

MCO 5311.1E
TFSD
18 Nov 2015

MARINE CORPS ORDER 5311.1E

From: Commandant of the Marine Corps
To: Distribution List

Subj: TOTAL FORCE STRUCTURE PROCESS

Ref: See enclosure (1)

Encl: (1) References
(2) Total Force Structure Process Procedural Manual

1. Situation

a. To provide policy and procedural guidance on the Total Force Structure Process (TFSP), per references (a) through (bk). The Deputy Commandant for Combat Development and Integration (DC CD&I) is the Marine Air Ground Task Force (MAGTF) Integrator, with the authority, responsibility, and accountability for United States Marine Corps (USMC) Capabilities Based Assessment (CBA) Planning. Reference (c) establishes guidance for Services to follow in the conduct of integrated capabilities development. The TFSP defines how the USMC develops integrated Force Structure Requirements which feed the USMC CBA process in support of the development of the USMC Enterprise Integration Plan (MCEIP).

b. This Order establishes DC CD&I as the Total Force Structure Process Owner (TFSP0) and defines the policy, procedures, roles, responsibilities, and integration points across the enterprise for the management of the TFSP. The Total Force is defined as all units, billets (Marine, United States Navy (USN), and civilian) and equipment resident in the active component (AC) and the reserve component (RC).

2. Cancellation. Marine Corps Order 5311.1D.

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3. Mission. The TFSP, in conjunction with the Advocates, Operating Forces, and other USMC agencies, develops and maintains the USMC force structure and establishes the optimal allocation of resources in accordance with the Commandant of the Marine Corps' (CMC) priorities to provide a balanced and capable force. The TFSP plans and implements future force structure changes to build capability-based organizations which fulfill the Marine Corps' requirements and accomplishes the Mission Essential Tasks (METs) in accordance with reference (a).

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The TFSP will integrate decisions pertaining to unit, billet (active, reserve, USN, and civilian) and equipment requirements (Approved Acquisition Objective (AAO)) to develop and document force structure for the USMC.

(2) Concept of Operations

(a) The TFSP is a dynamic, non-linear process which provides a framework of understanding for developing and maintaining force structure. The TFSP transforms strategic guidance, policy constraints, and commander-generated recommendations into the integrated capabilities required to execute USMC missions. The TFSP relies on a detailed, integrated examination of Doctrine, Organization, Training/Education, Materiel, Leadership/Communication Synchronization, Personnel, Facilities, and Cost (DOTMLPF&C), ensuring no aspect of the enterprise is ignored when new requirements for the USMC are identified, either from the top-down or from the bottom-up. This process is separate from the Joint Capabilities Integration and Development System (JCIDS) process which is the basis for capabilities development and the USMC CBA process.

(b) Force structure represents the total requirement in terms of units, billets, and items of equipment necessary to accomplish USMC METs. The requirement then, acts as a catalyst and initiator in providing the USMC the actual capabilities required for each unit to perform its wartime mission, provides for strategic prepositioning of assets, and ensures sustainability of the total force. The current force structure

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requirements lay the foundation for planning, programming, budgeting and execution (PPBE).

(c) The TFSP is described in detail in enclosure (2) to this Order, the TFSP Procedural Manual. This Manual is divided into 12 chapters which define and establish policy for the conduct of the TFSP, explains the elements and components of force structure, describes the development, planning, and maintenance of force structure, and other key components/procedures of the process. The TFSP Procedural Manual is considered directive in nature with regard to the TFSP and provides a greatly amplified version of this Order's concept of operations (CONOPS).

b. Subordinate Element Missions

(1) DC CD&I/CG Marine Corps Combat Development Command (MCCDC) (SUPPORTED AGENT)

(a) As the TFSP and the AAO process owner, own and manage USMC Total Force Structure (TFS) by coordinating the interests of all TFSP participants and facilitating the development and documentation of force structure.

(b) Coordinate and execute the following TFS reviews:

1. Force Structure Review (FSR). A Service-level review conducted at the discretion of the CMC. A FSR is typically directed as a result of major Service-level issues such as end strength or capability changes. The FSR is chaired by the Director (Dir) Capabilities Development Directorate and supported by the CD&I Total Force Structure Division (TFSD), with Executive Steering Group (ESG) oversight led by the Assistant Commandant of the Marine Corps (ACMC).

2. Force Optimization Review (FOR). A biennial review designed to optimize the current and future planned force, taking into consideration new and emerging requirements. The FOR is chaired by the DC CD&I (TFSD) with ESG oversight, led by the Dir Capabilities Development Directorate.

3. Civilian Uncompensated Review Board (CURB). The CURB convenes annually prior to Program Objective Memorandum (POM) cycle Program Reviews to validate, prioritize, price and incorporate new uncompensated civilian personnel requirements into the formal POM process. The CURB also convenes "as needed"

for off-cycle, time-sensitive requirements. The CURB is chaired by DC CD&I (TFSD).

4. Active Reserve (AR) Structure Review. A biennial review designed to validate and prioritize AR structure requirements ensuring the AR structure supports the current and future planned force. The AR Structure Review will be chaired by DC CD&I (TFSD).

5. Individual Mobilization Augmentee (IMA) Structure Review. A biennial review designed to validate and prioritize Reserve IMA requirements ensuring the Reserve IMA structure supports the current and future planned force. The IMA Structure Review will be chaired by the DC CD&I (TFSD).

6. Approved Acquisition Objective (AAO), Table of Equipment (T/E) Review. A biennial review designed to validate and reconcile total force equipment requirements. Validation and reconciliation coincides with FSR/FOR actions as well as day-to-day management of equipment requirements for a given Table of Authorized Materiel Control Number (TAMCN) throughout its lifecycle. The AAO & T/E Reviews are chaired by the Dir, Capabilities Development Directorate.

(c) Provide oversight of the command level Strategic Total Force Management Planning (STFMP) Process. Monitor the submission of the Total Force Action Plan (TFAP) submitted by commanders as a result of the STFMP. Provide the TFAP to the appropriate stakeholders for analysis.

(d) Using manning control input concerning patients, prisoners, training and transients (P2T2) impacts, assess the need to adjust the training load to meet force structure targets across the Future Years Defense Program (FYDP). Outputs may include training load adjustments assigned to Training and Education Command (TECOM).

(e) Chair the Total Force (TF) DOTMLPF&C Working Group (WG). As Chair, integrate materiel and non-materiel solutions to capability gaps across all of the DOTMLPF&C pillars and develop DOTMLPF&C WG assessments of all force structure initiatives. This includes integrating and assessing all TFS Reviews to ensure all recommendations are fully integrated across the Total Force. Present the solutions and their implementation implications to the Marine Requirements Oversight Council (MROC) for decision.

(f) Serve as the CMC's subject matter expert (SME) on the following TF DOTMLPF&C pillars: Doctrine, Organization, Training/Education, Materiel (new capabilities), and materiel small "m", increases, re-allocates, or decreases existing capabilities.

(g) Serve as the executive agent for all force structure-related adjudication, planning, development, and evaluation in support of the USMC and force structure initiatives directed by Congress, the Secretary of Defense (SECDEF), the Office of the Secretary of Defense (OSD), or the Secretary of the Navy (SECNAV).

(h) Publish the TFSP and all orders and directives pertaining to:

1. Reference (l).
2. Reference (n).
3. Reference (p).
4. Reference (q).
5. Reference (r).
6. Reference (v).
7. Reference (bi).
8. Reference (bj).
9. Reference (bk).
10. MCBul 5400 (directs the activation, deactivation, re-designation, reorganization, or relocation of units).

(i) Serve as the central Headquarters Marine Corps (HQMC) agency responsible for the oversight and standardized training of all Occupational Field (OccFld) Managers and Military Occupational Specialty (MOS) Specialists in the USMC for all MOSs, per this Order. The roles and responsibilities of MOS Sponsor, OccFld Manager and MOS Specialist are provided in Chapter 11 of this Order, along with a link to the SharePoint site containing the by name list of all OccFld Managers and MOS Specialists.

(j) Standardize manpower and equipment requirement criteria to establish auditable metrics as a basis for USMC requirements.

(k) Act as the executive agent for all USMC unit naming conventions and unit organizational constructs within Total Force Structure Management System (TFSMS) and establish Unit Identification Codes (UICs) for each unit.

(l) Act as executive agent for all USMC billet attributes.

(m) As the USMC Core METs change, either through an adjustment to the USMC Task List (MCTL) or a commander's assessment, assign new or re-designated tasks to the appropriate MAGTF Advocate. This will ensure proper mission-function-task analysis and provide appropriate justification for force structure changes.

(n) Coordinate with Deputy Commandant for Programs and Resources (DC P&R) and Deputy Commandant for Manpower and Reserve Affairs (DC M&RA) to provide Force Structure data related to budgeted end-strength for FYDP out-years throughout the PPBE cycle.

(o) Provide DC P&R, by Program Element Number, all billets to be staffed in the Manpower Personnel Marine Corps and Reserve Personnel Marine Corps end strength budget exhibits for the FYDP, and conduct an annual reconciliation of UIC to Program Element Number relationships with P&R (RFC) to ensure changes/increases in Program Element Numbers are loaded to fiscal databases.

(p) Coordinate and sign all Memorandums of Agreement (MOA) pertaining to chargeable (direct) or reimbursable military manpower support to Combatant Commanders, OSD, Defense Agencies, and other external agencies.

(q) Review, comment, and provide structure increases/decreases for Resource Management Decisions (RMD), Program Decision Memorandums, and Program Budget Decisions which may be tasked for review by DC P&R.

(r) Serve as the USMC Service manpower signature authority for all acquisition programs' Manpower Estimate and Manpower, Personnel & Training Plans (MPTP).

(s) Annually validate manpower and equipment requirements data generated by the OSD.

(t) Provide oversight and final validation for all external billets and external organizations in coordination with the billet sponsors to ensure each billet is necessary and of significant benefit to the USMC.

(u) In coordination with DC M&RA manage the requirements for all General Officer (GO) and Senior Executive Schedule (SES) Billets within the USMC ensuring these requirements are personally validated and approved by CMC and do not exceed the CMC validated quantities.

(v) Own and manage the AAO process ensuring accurate recording of unit Tables of Organization and Equipment (T/O&E) for all elements of the AAO are maintained in TFSMS.

(w) Actively manage all item exit dates within TFSMS for each seven character TAMCN.

(x) Coordinate with Deputy Commandant for Installations and Logistics (DC I&L) and Marine Corps Systems Command (MARCORSYSCOM) to determine the disposal plan which includes disposal procedures for the current TAMCN inventory and/or a replacement TAMCN fielding process.

(y) Upon receipt of the coordinated disposal plan from MARCORSYSCOM, process the Table of Organization and Equipment Change Requests (TOECRs) to zero-out the AAO in the identified year.

(z) Provide a list of all Military Equipment (ME) (legacy as well as new acquisitions) which is to be considered Core and the respective quantity to DC I&L annually as part of the Depot Maintenance Core Capabilities Determination Report, prior to start of the Enterprise Lifecycle Maintenance Program Requirements Determination conference, in accordance with references (g and h). Core, relative to the Depot Maintenance Core Capability Determination Process, is hereby defined as any equipment or weapon system, being developed to replace an item on, or being developed as an addition to, the T/E utilized in the prescribed Joint Chiefs of Staff war fighting scenarios.

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(aa) Review annually all Planned "PL", In Service "IS", or Disposal "DP" TAMCNs in TFSMS to identify to DC I&L the TAMCNs to be included in, or deleted from, the MCBul 3000.

(ab) Own and manage TFSMS.

(ac) As the Advocate for the Command Element (CE), Science and Technology, and Chaplains and Religious Program Specialists assist each element in identifying capabilities, deficiencies, obsolesces, redundancies and issues to ensure those issues are advanced through various processes within the TFSP and the Department of the Navy (DON), in accordance with reference (e).

(ad) As an organization charged with devising Service policy, address any proposed organizational change to headquarters staff agencies to affect Management Headquarters oversight in accordance with reference (f).

(ae) Provide oversight of Management Headquarters billets within the USMC in accordance with reference (f).

(af) As the CE Advocate, provide MOS Advocacy, OccFld Manager, and MOS Specialist expertise for the occupational skills assigned to DC CD&I in accordance with Chapter 11 of this Order.

(ag) Develop mission statements for new CE units and review mission statements every three years, synchronized with the MET review for organizations which DC CD&I is assigned MAGTF advocacy, as contained in reference (e).

(ah) Sponsor all CE, MCCDC, and Science and Technology force structure initiatives.

(ai) Ensure the completion of all force structure TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

(aj) Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

(ak) Sponsor all billets external to the USMC assigned to DC CD&I via the billet sponsor code within TFSMS.

(al) Update billet sponsor information in TFSMS.

(am) Review and serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB. Coordinate with GO counterparts for all CURB submissions which are rejected after consideration.

(an) Ensure TFSMS node managers are assigned at all appropriate levels within your department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within TFSMS.

(ao) Provide a Task Organized UIC matrix for use by DC PP&O (POR) to establish Task Organized UICs/Equipment Density Lists (EDL) in TFSMS.

(ap) Staff all TOECRs requesting security clearance changes to Deputy Commandant for Plans, Policies and Operations (DC PP&O) Security Division (PS), as the approval authority, for concurrence/nonconcurrence.

(aq) Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

(ar) Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to DC CD&I in accordance with Chapter 11 of this Order.

(2) Deputy Commandants, HQMC Directorates, Marine Force Commanders, and Supporting Establishment (SE) Commanders (SUPPORTING AGENTS)

(a) Participate in the TFSP by identifying capabilities, gaps, and solutions related to force structure. Ensure force structure initiatives and changes presented to DC, CD&I are in accordance with TFSP policies and procedures directed in this Order.

(b) Provide OccFld Manager/MOS Specialist support to Manpower, personnel, and training (MPT) Integrated Product Teams (IPT) for the development of Manpower Estimates/MPTP. See Chapter 8 of this Order.

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(c) Participate in the Front-End Analysis, T&R Manual Battle Rhythm, and MOS Manual Revision Process conducted by Commanding General (CG) TECOM as part of the TFSP and Human Resource Development Process (HRDP) to validate MOS structure and training standards.

(d) Review and execute respective action and interaction responsibilities as described below:

1. DC PP&O

a. As the Advocate for the Ground Combat Element (GCE), Chemical Biological Radiological Nuclear issues, Marine Corps Security Forces (MCSF), Marine Corps Embassy Support Group, Security Cooperation, Interagency Coordination, and Special Operations (specifically for USMC Forces Special Operations Command (MARFORSOC)) assist each element in identifying capabilities, deficiencies, obsolesces, redundancies and issues to ensure those issues are advanced through various processes within the enterprise and the DON in accordance with reference (e).

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

d. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to DC PP&O in accordance with Chapter 11 of this Order.

e. Develop and review mission statements every three years for all organizations which DC PP&O is assigned MAGTF advocacy in accordance with reference (e).

f. Sponsor all GCE, Chemical Biological Radiological Nuclear, MCSF, MCES, Security Cooperation, Interagency Coordination, and Special Operations force structure initiatives.

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g. Participate in all TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

h. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

i. Provide the Joint Action Control Office (JACO) expertise for all joint and external manpower requirements.

j. Assign, in coordination with DC CD&I, task organized UICs to task organized units not resident in TFSMS which are required to report readiness in the Defense Readiness Reporting System-Marine Corps (DRRS-MC).

k. Register all Type-Unit Characteristics (TUCHA) data generated by DC CD&I (UIC and Unit Type Codes) into the Joint Operational Planning and Execution System and the Defense Readiness Reporting System Marine Corps.

l. Provide readiness risk assessments on force structure implementation plans.

m. Assist DC CD&I in establishing and validating the force structure necessary to support the development or change of a unit's, SE's, installation's or facility's Core and Core Plus METL.

n. Review proposed changes to the Maritime Prepositioning Force (MPF) Force List per reference (k).

o. Coordinate with DC CD&I to ensure the structure implications of any strategic plan for the future of the GCE are fully integrated across the TF DOTMLPF&C pillars prior to presentation to the MROC or ESG.

p. Direct Ground Board results which bear force structure implications to DC CD&I for TF DOTMLPF&C WG assessment prior to Executive Off-Site (EOS) or MROC decisions.

q. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

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r. Provide oversight and approval for all prepositioning requirements, both ashore and afloat.

s. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

t. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

u. Should staffing guidance for force rotation and global requirements conflict with the long-term resource allocation priorities published in reference (l), coordinate with DC CD&I to ensure the manpower inventory of the future is appropriately aligned to support the demand signal of the Combatant Commanders.

v. In coordination with DC CD&I, initiate the host nation notification (HNN) process to the United States Department of State for all force structure actions affecting units residing in areas outside the United States in accordance with reference (m).

w. In coordination with DC CD&I and DC I&L, review and approve all Task Organized unit EDLs.

x. Provide subject matter expertise to MPTIPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

y. Provide a thorough review and concurrence/non-concurrence with all submissions to DC CD&I (TFSD) where the security clearance requirement is being changed to ensure compliance with reference (an) and (ao).

z. Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

2. Deputy Commandant for Aviation (DC AVN)

a. As the Advocate for the Aviation Combat Element (ACE), assist each element in identifying capabilities,

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deficiencies, obsolesces, redundancies and issues to ensure those issues are advanced through various processes within the enterprise and the DON in accordance with reference (e).

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

d. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to DC AVN in accordance with Chapter 11 of this Order.

e. Develop and review mission statements every three years for all organizations which DC AVN is assigned MAGTF advocacy for in reference (e).

f. Sponsor all ACE force structure initiatives.

g. Participate in all TF DOTMLPF&C WG assessments, to include the development of detailed implementation plans for DOTMLPF&C solutions.

h. Provide subject matter expertise to various force structure-related WGs and Colonel/GS-15 level (or higher) members to the TF DOTMLPF&C WG.

i. Assist DC CD&I in establishing and validating the force structure necessary to support the development or change of a unit's, SE's, installation's or facility's Core METL.

j. Review proposed changes to the MPF Force List per reference (k).

k. To facilitate full integration across the TF DOTMLPF&C pillars, coordinate with DC CD&I to ensure the structure implications of any strategic plan for the future of the ACE (AVN plans) are presented to the TF DOTMLPF&C WG prior to being briefed to the MROC/EOS.

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l. Direct Air Board results which bear force structure implications to DC CD&I for TF DOTMLPF&C WG assessment prior to EOS or MROC decisions.

m. Review and provide comments/concurrence and or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

n. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

o. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

p. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

3. DC I&L

a. As the Advocate for Engineer and Explosive Ordnance Disposal, Health Services Support, the Logistics Combat Element (LCE), Logistics Operations, Materiel Readiness, the SE, and installations (Base and Stations), assist each element in identifying capabilities, deficiencies, obsolesces, redundancies and issues to ensure those issues are advanced through various processes within the enterprise and the DON in accordance with reference (e).

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

d. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to DC I&L in accordance with Chapter 11 of this Order.

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e. Develop and review mission statements every three years for all organizations which DC I&L is assigned MAGTF Advocacy for in reference (e).

f. Sponsor all LCE, Installations, and Marine Corps Logistics Command (MARCORLOGCOM) force structure initiatives.

g. Serve as the CMC's SME on the Materiel pillar, as the Enterprise Ground Equipment Manager, for the TF DOTMLPF&C WG, providing a thorough assessment of all initiatives presented to the WG.

h. Serve as the CMC's SME on the Facilities pillar for the TF DOTMLPF&C WG, providing a thorough assessment of all initiatives presented to the WG.

i. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

j. Coordinate with DC CD&I to ensure the structure implications of any strategic plan for the future of the LCE are fully integrated across the TF DOTMLPF&C pillars prior to presentation to the MROC or ESG for decision.

k. Direct Installations and Logistics Board results which bear force structure implications to DC CD&I for TF DOTMLPF&C WG assessment prior to EOS or MROC decisions.

l. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

m. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

n. Provide oversight to Regional Contracting Offices ensuring contracts are entered into the Federal Procurement Data System correctly and on an annual basis, reconcile the contract information submitted by commanders as a result of the STFMP.

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o. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

p. Assist DC CD&I in establishing and validating the force structure necessary to support the development or change of a unit's, SE's, installation's or facility's Core METL.

q. Review proposed changes to the MPF Force List per reference (k).

r. Maintain and provide to DC CD&I the Combat Active Replacement Factors (CARFs) including the list of TAMCNs which require non-zero CARFs.

s. Coordinate with DC, CD&I and ensure all recommended changes in the methodology for determining CARFs, War Reserve Materiel Requirement (WRMR) and Depot Maintenance Float Allowance (DMFA) requirements are vetted and approved by the MROC.

t. Inform DC CD&I, MARCORSYSCOM, Program Executive Office Land System (PEO LS) and MARCORLOGCOM of Department of Defense (DoD), DON, or USMC policy changes which affect WRMR/DMFA computations for possible adjustments to AAOs.

u. Annually provide the calculated quantities for War Reserve Materiel Requirement-In Store (WRMR-I), for current and all future years, to CD&I via TFSMS.

v. Annually provide the calculated quantities for DFMA, for current and all future years, to CD&I via TFSMS.

w. Lead, coordinate and integrate tailoring efforts, per reference (k), to determine the prepositioning program (ashore and afloat) requirements and submit the ground equipment requirements to CD&I for concurrence and inclusion as the prepositioning elements of the AAO.

x. Manage the War Reserve Program elements of the AAO collectively and coordinate with appropriate stakeholders to adjust the defined requirement in those elements as required

y. Review the TAMCNs with a TAMCN Status Code of Planned "PL", In-Service "IS", and Disposal "DP" in

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TFSMS quarterly to identify those which should be included in, or deleted from, the TUCHA report and submit the TOECR via TFSMS to update the TUCHA indicator flags.

z. In coordination with DC CD&I Capabilities Integration Officers (CIO), CG MARCORSYSCOM, and PEO LS determine the need for a weapons system code (WSC), weapon system group code (WSGC), and weapon system designator to support the Weapon System Support Program (WSSP).

aa. Submit TOECRs in TFSMS to update the TAMCNs with readiness reportable codes of "R," "N," or "M" once a weapon system code is assigned.

ab. Upon receipt of a TAMCN's fielding or disposal plan, make a determination if the readiness reportable flag needs to be changed. If so, release an update to the current MCBul 3000 notifying the USMC of changes affecting readiness reportable TAMCNs.

ac. As the Advocate for bases and stations, update T/O Fleet Assistance Program requirements within TFSMS on an annual basis, submitting appropriate TOECRs as required in accordance with reference (e).

ad. Review all Task Organized EDLs and route to DC PP&O for approval.

ae. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

af. Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

4. DC P&R

a. Provide Functional Proponent, OccFld Manager and MOS Specialist expertise on the occupational skills assigned to DC P&R in chapter 11 of this Order.

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

d. Serve as the CMC's SME on the Cost pillar for the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

e. Coordinate with DON regarding programming for USN Manpower requirements in support of the USMC. Sit as the USMC voting member on the Resources and Requirements Review Board.

f. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

g. Provide analysis of TOECRs to confirm funding level and FTE allocations provided by commands in support of their TOECRs changing civilian manpower requirements.

h. Provide annual budgetary controls to DC M&RA for end strength determination across the FYDP.

i. Annually or as required, develop and register new Program Element codes to support the reporting of USMC manpower capabilities by function.

j. Provide USMC Program Codes and Budget Line Item Numbers to MARCORSYSCOM for associating TAMCN AAOs in support of the PPBE process.

k. Upon receipt of the Military Personnel, USMC and Reserve Personnel, USMC allocation data from DC CD&I, upload to the Programming and Budgeting Information System and the Comptroller Information System to support OSD and Presidential Budget reporting.

l. Review and provide comments/concurrence and or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

m. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are

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set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

n. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

o. Coordinate and sign all MOAs pertaining to direct (chargeable) or reimbursable civilian manpower support to Combatant Commanders, OSD, Defense Agencies, and other external agencies. The MOA shall be staffed to the appropriate agency for comptroller signature and a final signed copy returned to DC CD&I (TFSD) for inclusion into TFSMS.

p. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

q. As the HQMC liaison with DON, validate augmentation requests including Health Services Augmentation Program (HSAP) activation.

r. Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

5. DC M&RA

a. In the role as Advocate, assist Marine Corps Recruiting Command (MCRC) in identifying capabilities, deficiencies, obsolesces, redundancies and issues to ensure those issues are advanced through various processes within the enterprise and the DON in accordance with reference (e).

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

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d. In accordance with reference (ae), serves as one of the primary advisors on personnel in regards to USMC acquisition programs providing estimates of supportability and SME guidance as required.

e. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to DC M&RA in accordance with Chapter 11 of this Order.

f. Develop and review mission statements every three years for all organizations which DC M&RA is assigned advocacy in reference (e).

g. Sponsor all MCRC force structure initiatives.

h. Serve as the CMC's SME on the Personnel pillar for the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

i. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

j. Provide oversight and direction for Inherently Governmental and Commercial Activity coding of manpower requirements.

k. Provide DC CD&I with FYDP end strength controls semi-annually for the production of the authorized strength report (ASR) and annual end strength reporting based on the approved budget.

l. Update and maintain the P2T2 data within TFSMS semi-annually, to include Program Element breakdown by Billet Identification Code (BIC) in accordance with reference (d) in support of the ASR production run.

m. Annually review and validate the billet [sex](#) code policy and coordinate with DC CD&I to ensure proper business rules for TFSMS are constructed based on the policy updates, in accordance with references (d), (n), and (o) prior to each ASR production run.

n. Provide DC CD&I with new Monitored Command Codes (MCC) and associated Reporting Unit Codes upon request.

o. Staff all requests for MCC changes to DC CD&I prior to modifying Table 01 in the Marine Corps Total Force System.

p. Update and maintain the overstaff T/O within TFSMS prior to each ASR production run. Brief results to MROC post ASR.

q. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

r. Provide estimates of supportability for all in-year force structure change requests.

s. Provide oversight of personnel issues encountered during command level STFMP process. Review TFAPs submitted by commanders for personnel/Human Resources (HR) issues addressed in the plans.

t. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper receivers, forwarders, and submitters to support the automated chain of command and functional direct workflow functionality within the TFSMS.

u. Develop and maintain position descriptions for all GO billets via the Senior Leader Management Branch. Coordinate with DC CD&I to reconcile all GO and SES requirements on a quarterly basis.

v. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

w. Coordinate with DC CD&I (TFSD) prior to making any modifications to the command slate to ensure appropriate command structure is in place. Reconcile command slate with DC CD&I (TFSD) prior to conducting the command screening board.

x. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

y. Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the

data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

6. Director Intelligence (DirInt)

a. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to Director Intelligence in accordance with Chapter 11 of this Order.

b. Forward all civilian uncompensated structure requests to DC CD&I for signature and forwarding to the CURB.

c. Participate in all TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

d. Provide subject matter expertise to various force structure related WGs, and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

e. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

f. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

g. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are setup with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

h. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

i. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

7. Director Command, Control, Communications, and Computers (Dir C4)

a. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to Dir C4 in accordance with Chapter 11 of this Order.

b. Forward all civilian uncompensated structure requests to DC CD&I for signature and forwarding to the CURB.

c. Participate in all TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

d. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

e. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

f. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

g. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper receivers, forwarders, and submitters to support the automated chain of command and functional direct workflow functionality within the TFSMS.

h. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

i. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

8. Staff Judge Advocate to the CMC

a. Provide functional proponent, MOS Sponsorship, OccFld Manager, and MOS Specialist expertise on the occupational skills assigned to Staff Judge Advocate to CMC in accordance with Chapter 11 of this Order.

b. Forward all civilian uncompensated structure requests to Director, Marine Corps Staff (DMCS) for submission to the CURB.

c. Participate in all TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

d. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

e. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect the Management Headquarters oversight in accordance with reference (f).

f. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

g. Ensure TFSMS Node Managers are assigned at all appropriate levels within your Department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

h. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

9. Director of the Office of USMC Communication

a. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to the Office of USMC Communication in accordance with Chapter 11 of this Order.

b. Forward all civilian uncompensated structure requests to DMCS for submission to the CURB.

c. Serve as the CMC's lead SME on the Leadership and Communication Synchronization pillar on the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

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d. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

e. Develop and execute public affairs communication plans in support of force structure changes.

f. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

g. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

h. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

i. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

j. Provide subject matter expertise to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

10. Office of Legislative Affairs (OLA)

a. Clear any release of information outside the USMC concerning the identification of specific units or geographical locations affected by force structure changes prior to official release of appropriate implementation instructions.

b. Receive from DC CD&I pending MCBul 5400 series actions requiring Congressional notification.

c. Forward Congressional notification of structure actions to SECNAV for review, adjudication, and notification with the SECDEF, Chairman of the Joint Chiefs of Staff (CJCS), and members of Congress prior to public release of information.

d. Confirm to DC DC&I when Congressional notification has been completed for actions affecting USMC operational units; MCBul 5400 series will not be released until OLA confirms Congressional notification has been completed.

e. Serve as the CMC's SME on the Leadership and Communication Synchronization pillar with regard to Legislative issues on the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

11. Director Expeditionary Energy Office

a. Serve as the CMC's Energy Advocate on the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

b. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

c. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

d. Forward all civilian uncompensated structure requests to DMCS for submission to the CURB.

12. Director Administration & Resources

Division

a. As the TFSMS node manager for HQMC, ensure all HQMC TOECRs are submitted via Dir Administration & Resources Division to DC CD&I.

b. Forward all civilian uncompensated structure requests to DMCS for submission to the CURB.

c. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

d. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

13. Director United States Marine Band.

Provide Functional Proponent, OccFld Manager, and MOS Specialist

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expertise on the occupational skills assigned to United States Marine Band in accordance with chapter 11 of this Order.

14. Commanding General Marine Forces Command
(MARFORCOM)

a. Participate in all TF DOTMLPF&C WG assessments, to include the development of detailed implementation plans for DOTMLPF&C solutions. As force provider, review all proposed force structure actions for impacts to force synchronization.

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB, to include those requests from Marine Forces Europe and Marine Forces Africa.

c. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG

d. Review proposed changes to the MPF Force List per reference (k).

e. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

f. Review and forward, with GO validation, all Task Organized EDLs to HQMC (DC PP&O/I&L) for approval.

g. Ensure TFSMS Node Managers are assigned at all appropriate subordinate units not lower than the Battalion (Bn)/Squadron level, and nodes are set up with the proper review and approval chain to support the automated chain of command workflow functionality within the TFSMS.

h. Update and maintain all Inherently Governmental (IHG) Coding in TFSMS for all organizations under your purview.

i. Provide operational input to MPT IPTs for the generation of Manpower Estimates and MPTPs in accordance with Chapter 8 of this Order.

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15. Commanding General Marine Forces Pacific
(MARFORPAC)

a. Participate in all TF DOTMLPF&C WG assessments, to include the development of detailed implementation plans for DOTMLPF&C solutions.

b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

d. Review proposed changes to the MPF Force List per reference (k).

e. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

f. Review and forward, with GO validation, all Task Organized EDLs to HQMC (DC PP&O/I&L) for approval.

g. Ensure TFSMS Node Managers are assigned at all appropriate subordinate units not lower the Bn/Squadron level and nodes are set up with the proper review and approval chain to support the automated chain of command workflow functionality within the TFSMS.

h. Update and maintain all IHG coding in TFSMS for all organizations under your purview.

i. Provide operational input to MPT IPTs for the generation of Manpower Estimates/MPTP in accordance with Chapter 8 of this Order.

16. Commanding General Marine Forces Reserve
(MARFORRES)

a. Participate in all TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

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b. Serve as the approval authority for all civilian uncompensated structure requests for organizations under your cognizance for submission to the CURB.

c. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

d. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

e. Ensure TFSMS Node Managers are assigned at all appropriate subordinate units not lower than the Bn/Squadron level and nodes are set up with the proper review and approval chain to support the automated chain of command workflow functionality within the TFSMS.

f. Update and maintain all IHG coding in TFSMS for all organizations under your purview.

g. Provide operational input to MPT IPTs for the generation of Manpower Estimates/MPTP in accordance with Chapter 8 of this Order.

17. Commander MARCORSYSCOM and Director PEO LS

a. Provide Functional Proponent, OccFld Manager and MOS Specialist expertise on the occupational skills assigned to MARCORSYSCOM/PEO LS in chapter 11 of this Order.

b. Forward all civilian uncompensated structure requests to DMCS for submission to the CURB.

c. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

d. Serve as the CMC's SME, in conjunction with DC I&L and Commander MARCORLOGCOM, on the Materiel pillar for Total Life Cycle Management issues for the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

e. Use the TAMCN, AAO, and all supporting documentation provided by DC CD&I to assign a Program Manager

(PM) and develop and execute the materiel requirement acquisition strategy.

f. In conjunction with the DC CD&I requirements and CIOs, develop and execute procurement plans for ME down to the company (e.g. lowest structured unit) UIC level for all AAOs determined by DC CD&I and load into TFSMS.

g. Update and maintain, in TFSMS, the TAMCN approved fielding plans, status, quantities, and unfunded quantities in accordance with the approved equipping precedence levels and the approved funding.

h. Maintain the association of TAMCNs to the appropriate USMC Program Codes and Budget Line Item Numbers in TFSMS as provided by DC P&R. Provide estimated milestone information in support of the Program Objectives Memorandum (POM) process.

i. Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

j. Create and submit Catalogue Action Request (CAR) TOECRs as required to support the cataloguing of all ME within TFSMS.

k. Upon receipt of the disposal decision from DC CD&I, develop the disposal plan by coordinating with DC I&L for MCBul 3000 deletions, MARCORLOGCOM for all catalogue actions and disposition instructions, and DC CD&I for the deletion of all requirements for the TAMCN. Release the disposal plan to the USMC and change TAMCN status to "DP" with a TOECR (containing the disposal plan) in TFSMS; ensure widest dissemination of all disposal plans.

l. In conjunction with the DC CD&I requirements and CIOs, execute a disposal plan when a piece of equipment reaches its item exit date.

m. Once an item is depleted from USMC inventory, process a CAR TOECR to de-catalogue the item and submit a TOECR to change the TAMCN status to archive "AR".

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n. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

o. Ensure TFSMS Node Managers are assigned at all appropriate levels within your command and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

p. In conjunction with DC CD&I CIOs, establish component TAMCNs (eight-character TAMCNs) in TFSMS as required to support the associations of ME within TFSMS.

q. Ensure all associations for ME are loaded within the associations tab within TFSMS on the equipment form and within Item Application association on the CAR form.

r. Sponsor all billets external to the USMC assigned to you via the billet sponsor code within TFSMS.

s. In conjunction with the development of Manpower Estimates/MPTP, ensure new starts identified in the Tentative POM through the MCEIP will be evaluated for force structure (organizational) implications and those implications will be assessed through the TFSP prior to a milestone decision. Ensure the Manpower Estimates/MPTP are coordinated and executed in accordance with Chapter 8 of this Order.

t. As the Lifecycle Manager for USMC ground equipment execute the responsibilities of lifecycle management in accordance with reference (b1).

18. CG MARCORLOGCOM

a. Serve as the CMC's SME on the Materiel pillar, as the Ground Equipment Inventory Manager, for the TF DOTMLPF&C WG, providing a thorough assessment of all initiatives presented to the WG.

b. Support MARCORSYSCOM and PEO LS with introducing new pieces of equipment to the USMC inventory by processing cataloging action requests to assign National Stock Numbers (NSNs), Identification Numbers, and item names.

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c. Support MARCORSYSCOM and PEO LS in disposing of legacy pieces of equipment by processing cataloging action requests and reporting inventory assets.

d. Provide technical assistance to DC I&L with respect to any unusual aspects of equipment which may influence the value of the CARF.

e. Provide support to the equipment prioritization and procurement process by providing export data for asset posture and technical data for use in TFSMS.

f. Process CAR TOECRs via TFSMS as required to support the cataloging requirement for all ME.

g. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

h. Ensure TFSMS Node Managers are assigned at all appropriate levels within your department and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

i. Forward all civilian uncompensated structure requests to DC I&L for submission to the CURB.

j. Support analysis for Manpower Estimates /MPTP development in accordance with Chapter 8 of this order.

k. Take appropriate actions to ensure authoritative data systems are updated upon receipt of End Item Exit Data and Weapons Systems Code (WSC) assignment TFSMS notification.

l. Enter and manage all data attributes in TFSMS identified as your responsibility in accordance with the data responsibility matrix located on the TFSMS homepage (https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES).

m. Manage all aspects, throughout the life cycle, of all special item equipment.

19. CG MCRC

a. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to MCRC in accordance with Chapter 11 of this Order.

b. Participate in all TF DOTMLPF&C WG assessments, to include the development of detailed implementation plans for DOTMLPF&C solutions.

c. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

d. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

e. Ensure TFSMS Node Managers are assigned at all appropriate levels within your command and nodes are set up with the proper receivers, forwarders and submitters to support the automated chain of command and functional direct workflow functionality within the TFSMS.

f. Forward all civilian uncompensated structure requests to DC M&RA for submission to the CURB.

20. CG TECOM

a. Manage the USMC Systems Approach to Training and ensure valid requirements are integrated into organizational, equipment, and personnel capability development.

b. Coordinate with DC CD&I (TFSD) and DC M&RA for the integration of MOS revisions into TFSMS, Marine Corps Total Force System, and other appropriate enterprise databases and publish an annual MOS Manual per reference (n) and (o).

c. Conduct Front-End Analysis per reference (q) to define individual MOSs, validate MOS structure, optimize MOS structure based on validated requirements, and determine individual training requirements.

d. Assist in defining USMC Tasks and publish training standards as T&R Manuals to support capability

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development identified in the MCTL by linking the MCTL with unit METs.

e. Provide OccFld Manager and MOS Specialist expertise on the occupational skills assigned to CG TECOM in accordance with Chapter 11 of this Order.

f. Serve as the CMC's SME on the Training and Education pillar on the TF DOTMLPF&C WG and provide a thorough assessment of all initiatives presented to the WG.

g. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

h. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

i. Ensure TFSMS Node Managers are assigned at all appropriate levels within your command and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

j. Forward all civilian uncompensated structure requests to DC CD&I for submission to the CURB.

k. Support analysis for Manpower Estimates /MPTP development and provide other Manpower Personnel Training Analysis related functions as required in accordance with Chapter 8 of this Order.

l. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

21. Commander Marine Corps Installation Command

a. Participate in all TF DOTMLPF&C WG assessments to include the development of detailed implementation plans for DOTMLPF&C solutions.

b. Provide subject matter expertise to various force structure related WGs and Colonel/GS-15 or higher members to the TF DOTMLPF&C WG.

c. As an organization charged with devising Service policy, ensure any proposed organizational change to your headquarters staff is submitted to DC CD&I to affect Management Headquarters oversight in accordance with reference (f).

d. Review and provide comments/concurrence and/or estimates of supportability to all pertinent TOECRs and MCBul 5400s.

e. Forward all civilian uncompensated structure requests to DC I&L for submission to the CURB.

f. Update and maintain all IHG coding in TFSMS for all organizations under your purview.

g. Ensure TFSMS Node Managers are assigned at all appropriate levels within your command and nodes are set up with the proper review and approval chain to support the automated chain of command and functional direct workflow functionality within the TFSMS.

c. Coordinating Instructions. Enclosure (2) describes the processes and procedures utilized to execute the policy contained in this Order, representing the "how to" manual for the TFSP. The following items, however, are the policy statements which govern the TFSP and must be considered and adhered to when performing the force structure generation, development, and management described in the procedural manual.

(1) TFSMS is the single, authoritative data source which documents all force structure requirements and authorizations, to include: unit descriptive and geographic hierarchy data; billet descriptive and unit relationship data; ME attributes, T/O&Es, Manning and Staffing Precedence Levels (MPLs); unfunded equipment requirement quantities; shipped requirement quantities; and planned procurement quantities. For information pertaining to garrison property, garrison mobile equipment and real property consult reference (am). Additionally, the TFSMS website contains all USMC force structure as well as links to references and other TFSP activities and information. The TFSMS website may be accessed at <https://tfsms.mccdc.usmc.mil/>.

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(2) Force Structure initiatives which significantly or fundamentally change the characteristics of the CMC approved Total Force will require MROC approval prior to implementation. A final, integrated, TF DOTMLPF&C WG implementation assessment is required before force structure (materiel and non-materiel) solutions are presented to the MROC (e.g. Aviation Plan, Campaign Plans, MCEIP, FSR Recommendations) for final approval. DC CD&I has tasked TFSD with chairing the TF DOTMLPF&C WG to provide this final assessment of supportability to the MROC. All initiatives involving force structure will have a DC CD&I (TFSD) representative present at the MROC. Approved changes to force structure will be captured within TFSMS at the UIC level for both manpower and equipment and published on the applicable T/O&E.

(3) Operating force units with identical missions will, to the greatest extent possible, have mirror-imaged force structure (billets and equipment) to enhance the USMC capability to globally source forces and equipment for Combatant Commanders. Mirror-imaged force structure and equipment sets will be identified with the appropriate code within TFSMS.

(4) RC units will be identical to their AC counterparts with the same mission, to the greatest extent possible, with the exception of manpower type. Billet status codes may be changed to reflect reserve status, depending on the site to allow for effective integration of the RC into the Total Force. Additionally, Reserve units train with a reduced portion of their equipment requirement (T/E) designated as the Training Allowance (TA). A TA is defined as the amount of equipment based on storage, maintenance capability, fiscal constraints and manpower, to meet the basic training requirements of the reserve units METL. In these cases, the remainder of the unit's equipment requirement, the TA delta, is maintained by MARCORLOGCOM as MARFORRES Long-Term Storage.

(5) SE units will be designed into standard configurations and naming conventions based on the requirements of units they support. Those functions common to all bases, stations, and independent sites will be organized similarly. Differences based on geographic location and number of units supported will be determined by quantifying the number of personnel required to support specific functions.

(6) Force structure is dynamic and fluid because it keeps pace with the demand signal provided by its ultimate customer, the Combatant Commander, and the requirements of the

continually changing strategic environment. Requests to increase manpower requirements above and beyond the published force structure in TFSMS will not be approved. Organizations with pressing needs for additional structure are encouraged to look within the force structure of all the units within their purview, or seek assistance from their respective Advocate, to identify appropriate structural compensation. Force Optimization and FSRs are the appropriate venue for addressing emerging requirements and significant shifts in the strategic direction of the Total Force.

(7) It is recognized as a principle that the aggregate time-to-train is influential in determining manning capacity and the training load is a logical component of FSR. Further, using the Systems Approach to Training, DC CD&I through CG TECOM will continually assess and manage the training load for all MOS training. The objective will be to optimize the course length portion of training load against actual requirements as set forth in T&R Manuals supported by Front-End Analyses, particularly for entry-level Primary MOS initial skills training. Advocates should support optimized course lengths, including evaluation of proposals which would increase MOS training track length and also TECOM reevaluation of existing course lengths for possible overtraining. MOS consolidation and other restructuring must include calculations of increased training load. Conflicting course length increases and decreases will be adjudicated by the TFSPO and/or forwarded to the MROC for final decision as deemed necessary.

(8) Human resource or equipment inventory management policy will not serve as a basis for redefining force structure requirements.

(9) The CMC's priorities for manning and staffing are published in reference (1) and documented within TFSMS.

(10) Individual Marine manpower requirements are established within organizations outside of the USMC to include: Joint and/or DoD organizations in which the Services contribute equitable proportions of manpower (e.g., Joint Staff, Combatant Commanders, Defense Agencies); intra-departmental billets located within the structure of the USN; billets with other Services; and billets outside of DoD. The key objective for external manpower is to ensure the USMC is represented proportionally and positioned appropriately within these organizations.

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(11) Marines may be assigned in excess of an organization's structural requirement in response to requirements imposed by higher authority or urgent, un-programmed requirements; these requests, or "overstaffs," are approved by DC M&RA to accomplish short-term requirements and will be executed only after every other available means of staffing have been exhausted. An overstaff T/O will be provided by DC M&RA to DC CD&I prior to each ASR publication to account for end strength allocation. As overstaff billets are meant to be a temporary solution, they may not exist on the overstaff T/O for a period longer than three years. Billet requirements lasting longer than three years must be presented to DC CD&I during a FSR and or FOR in order for a permanent solution to be identified. The Overstaff T/O must be briefed to the MROC after each ASR.

(12) TOECRs containing new billet requirements and/or modification of existing billet requirements (AC, RC, and civilian) requiring a security clearance, or a change to an existing security clearance, must include justification for the change and a signed endorsement from the requesting units security manager validating the request is in compliance with reference (an) and (ao) prior to submission of the TOECR.

(13) For materiel solutions, T/Es (UIC level) will be developed for each ME, based upon the concept of employment (COE) of the item and arrayed across the force structure through the FYDP. AAOs are categorized into the following elements: Operating Forces (AC and RC), SE, DMFA, MPF, USMC Prepositioning Program-Norway (MCPN), Marine Expeditionary Unit (MEU) Augmentation Program - Kuwait (MAP-K), and WRMR-I. The aggregate total of all seven elements produces a total USMC materiel requirement (AAO) for a particular ME. Within the USMC, the AAO is the quantity of an item authorized for peacetime and wartime requirements to equip and sustain the USMC per current DoD policies and plans.

(14) The AAO is a "living number." It is anticipated to change in response to force structure variables. Development of the AAO is an iterative process, inextricably linked to the development of the equipment itself and must be regularly reviewed and revalidated to ensure the AAO continues to reflect the COE given the projected force structure and the changes in capability which may be realized as the program develops. Accordingly, all AAOs for equipment, particularly equipment in the acquisition cycle, will be reviewed and validated. AAO validation supports development of the POM, the Guidance for

Development of the Force, Guidance for Employment of the Force, Defense Planning Scenarios, and USMC support to Joint and Analytic Agenda studies.

(15) Materiel procurement is subject to fiscal constraints. In any year, only a certain portion of the total materiel requirement (AAO) for an item may actually be funded based upon POM guidance. While not reducing the AAO, fiscal realities may result in programming decisions which require the need to balance risk, capability, and affordability.

5. Administration and Logistics. DC CD&I (TFSD) is responsible for managing and administering the TFSP.

a. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (at) 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 references (j) and (az). Any unauthorized review, use, disclosure or distribution is prohibited.

c. Navy/Marine Corps (NAVMC) forms mentioned in this Order with instructions are available at <https://navalforms.documentservices.dla.mil>.

6. Command and Signal

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

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


JAMES B. LASTER
Director, Marine Corps Staff

DISTRIBUTION: PCN 10207823500

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- (ai) OPNAVINST 1000.16K CH-1
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Subj: TOTAL FORCE STRUCTURE PROCESS PROCEDURAL MANUAL

Location: _____
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Order.)

TOTAL FORCE STRUCTURE PROCESS PROCEDURAL MANUAL

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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Chapter 1

The Total Force Structure Process (TFSP)

1. General. This Chapter describes the overall TFSP. The TFSP is executed in accordance with this Order.

a. The TFSP is one of many HQMC business processes which integrates with other processes and systems employed by the CMC to achieve overall Service force development goals. Deputy Commandant CD&I, as the TFSPO, is required to integrate the TFSP with these adjacent processes and systems, consolidating a uniform and consistent USMC force development direction (Figure 1-1).

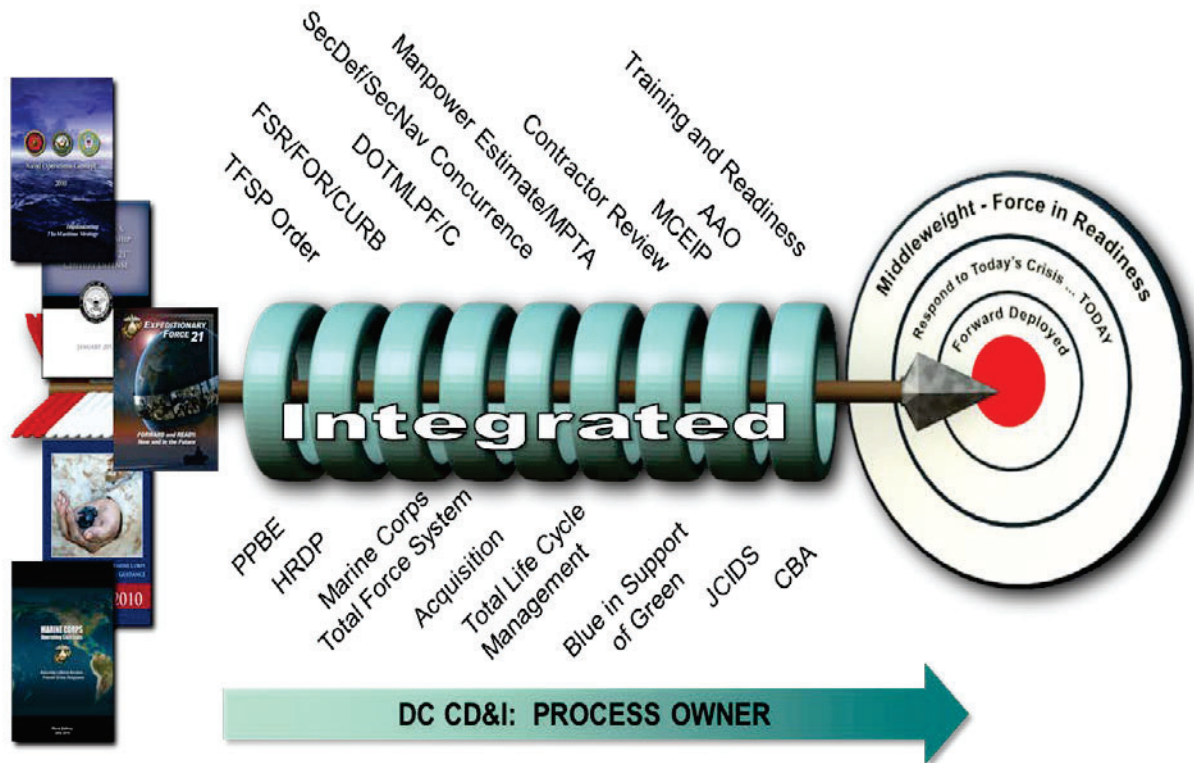


Figure 1-1.--Process Integration.

b. The purpose of the TFSP is to translate necessary organizational capabilities into force structure solutions and measure the cost of providing those capabilities consistent with financial resources available to the CMC. The TFSP (Figure 1-2), utilizing products and by-products of the PPBE Process, transforms strategic guidance (top-down), policy constraints, and commander-generated (bottom-up) recommendations into the integrated capabilities required to execute the USMC METs. When

identifying how USMC capabilities will be provided, the TFSP relies on a detailed analysis and integrated examination of the TF DOTMLPF&C pillars as related to capabilities integration.

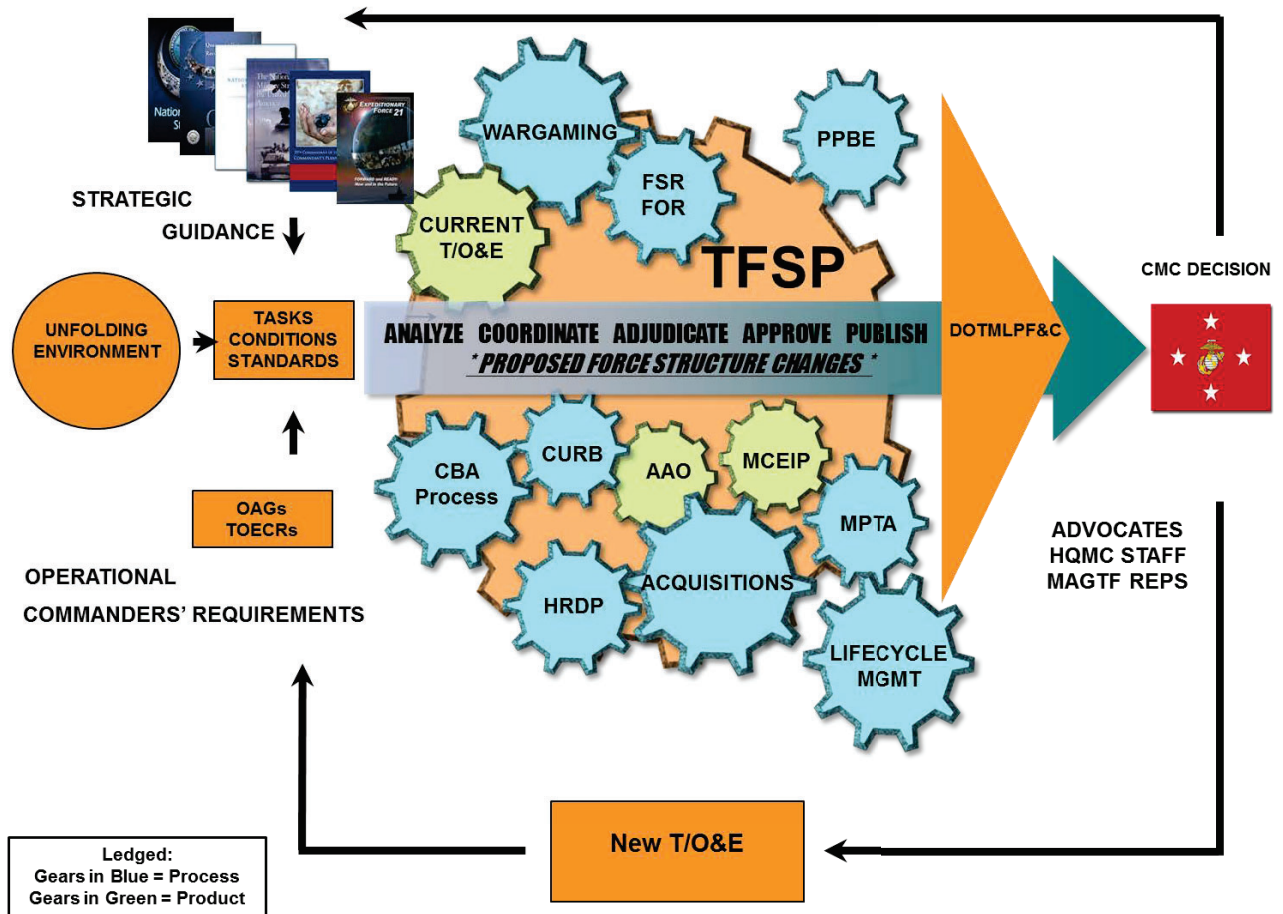


Figure 1-2.--The Total Force Structure Process (TFSP).

2. Process Drivers

a. Guidance and Requirements. The TFSP is initiated by the production of USMC stakeholder demand signals in the conjoining efforts of "top-down" strategic guidance and "bottom-up" operational requirements. The CMC's Staff conducts in-depth analysis, of the National Security Strategy, National Defense Strategy, National Military Strategy, Joint Vision, and CMC's Planning Guidance, etc., to provide top-down strategic guidance for the TFSP. Meanwhile, Combatant Commanders and Marine Forces (MARFOR) Commanders conduct STFMP and Mission-Function-Tasks Analysis to identify current operational and supporting requirements particular to their Areas of Responsibility. The TFSP involves the analysis, coordination, adjudication, approval

and publication of a given force structure initiative. It is scalable to address significant initiatives altering the character of the Total Force as well as small refinements, such as change to a single billet or UIC. Rather than a linear process flow, TFSP is a system of processes, with a configuration flow requiring communication, coordination and feedback in multiple directions.

(1) As the Marine Corps' integrated process for capabilities development, the USMC CBA process provides a framework for integrating senior level guidance, capabilities-based planning, and resourcing recommendations through the PPB&E process. The USMC CBA is a deliberate process which supports the Marine Corps' responsibilities within the planning phase of the PPBE process. The USMC CBA also supports analytical requirements used in the Joint Capabilities Integration and Development System (JCIDS) and the Defense Acquisition System. It is a coordinated effort, led by DC CD&I and supported by stakeholders from the MARFORs, Advocates, proponents, and communities of interest. Through USMC CBA, the USMC is able to define objectives, identify and refine the capabilities necessary to meet Service mission requirements, and provides guidance for resource allocation to meet mission needs. Annual execution of the USMC CBA process culminates with the production of the MCEIP.

(2) Using the planned force in the TFSMS data base the MCEIP is the document which translates future-focused strategic guidance into a single, integrated, and consolidated enterprise-wide plan which supports capabilities development and provides programmers risk assessment for a given POM cycle. The MCEIP is the plan which better aligns and synchronizes enterprise-wide programming efforts to support priorities in alignment with the ten year strategic objectives. The USMC CBA process is both informed by and informs the TFSP.

3. Total Force Structure Process (TFSP)

a. Analysis. The TFSP considers the current force in light of new and emerging requirements (TOECRs, Urgent Universal Needs Statements (UUNS), Universal Needs Statements, MCEIP, etc.), strategic guidance which drive major force structure modifications via force analysis; FSR, FOR, CURB, IMA Review and AR review. The TFSP runs concurrently with, informs, and may be informed by many integrated and adjacent processes (Acquisitions, POM cycle, Equipment Lifecycle Management, HRDP, USMC CBA, etc.)

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b. Coordination. As a result of analysis, capability gaps are identified and courses of actions are considered. These courses of actions may be coordinated or staffed throughout the enterprise and/or presented to the TF DOTMLPF&C WG to determine supportability across all pillars.

c. Adjudication. Conflicts arising from staffing process and/or TF DOTMLPF&C WG estimates of supportability will be adjudicated by the TFSPO and/or forwarded to the MROC for final approval as required.

d. Approval. As required, Force Structure initiatives are approved by the CMC. This authority may be delegated by the CMC to the TFSPO, depending upon the complexity and implications of initiative.

e. Publication. Final approved results of TOECRs and major force reviews are published in the TFSMS via the ASR and T/O&E. This sets the baseline for commanders to continually reassess new and emerging requirements based on the changing environment. The TFSP must be responsive and agile to shift the force to meet new and emerging threats. It should be understood that at any given time the TFSP is in constant motion whether from major initiatives affecting the fundamental character of the Total Force or from minor force structure refinements.

4. Considerations

a. Maintaining the Total Force is a delicate balance between major and minor competing requirements, influenced by multiple internal and external processes and events. The TFSP is both scalable and flexible to meet the particular characteristics of each contending requirement. Rather than a linear process, TFSP is a system of processes, with communication flowing in multiple directions.

b. The TFSP feeds the CBA Process. It serves as the first step in developing the USMC future fighting requirement.

Chapter 2

Components and Elements of Force Structure

1. General. All force structure elements, manpower and equipment, are assigned to units which are themselves individually designated by unique UICs. Force structure is the total requirement, in terms of billets and equipment, necessary to provide required capabilities to USMC units to accomplish assigned METs. This Chapter acts as a primer to the follow-on chapters detailing procedures with regard to force structure. Specifically, the elements of force structure which comprise capability are explained; manpower and equipment. This Chapter also explains and defines the general organization of force structure into assigned units, and then into T/O&E, and the fulfillment of requirements in manning. The descriptions of the elements and components within this chapter are isolated, in definition and context, prior to further integration with the entire process, specifically as it pertains to development and maintenance of force structure. The elements and components of force structure are ultimately governed by Title 10 requirements of the USMC (reference (a)). The implied tasks of Title 10 requirements are further delineated by this Order, dictated by the TFSP mission. TFSMS is the single, authoritative 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, MPLs, ME attributes, AAOs, unit T/O&Es; unfunded requirement quantities and planned procurement quantities.

2. Components of Force Structure

a. Operating Forces

(1) The Operating Forces describe those units which comprise the ACE, GCE, LCE and CE of the MAGTF.

(2) Marine Air Ground Task Force (MAGTF) Elements. The USMC operates as MAGTFs, which are integrated, combined-arms forces. Force structure is organized into units by element, consistent with the MAGTF concept and DoD policy as detailed by reference (r).

(a) Aviation Combat Element (ACE). The ACE includes all units within the Marine Aircraft Wing.

(b) Ground Combat Element (GCE). The GCE includes all units within the Marine Division.

(c) Logistics Combat Element (LCE). The LCE includes all units within the Marine Logistics Group.

(d) Command Element (CE). The CE includes all units at the Marine Forces Headquarters, Marine Expeditionary Force (MEF) CE, Marine Expeditionary Brigade (MEB) CE, MEU CE, and Special Purpose MAGTF CE levels.

(e) Supporting Establishment (SE). The SE refers to those entities which are in support of the USMC Operating Forces, and include bases, stations, and activities.

b. HQMC and Supporting Activities

(1) HQMC consists of the CMC, the APMC, Deputy Commandants, Directors, other members of the USN and USMC assigned or detailed to HQMC, and civilian employees in the DON assigned or detailed to HQMC.

(a) Under the authority, direction, and control of the SECNAV through the CMC, the HQMC, shall prepare for employment of the USMC, and for such recruiting, organizing, supplying, equipping (including research and development), training, servicing, mobilizing, demobilizing, administering, and maintaining of the USMC, as well as assist in the execution of any power, duty, or function of the SECNAV or the CMC.

(b) For consistency, HQMC will consist of the following units represented by the UICs listed in Table 2-1 below:

Table 2-1.--UICs.

MS5101	Marine Corps Separate Offices
MS5116	Deputy Commandant for Aviation
MS5112	Deputy Commandant for Installations and Logistics
MS3000	Deputy Commandant for Combat Development and Integration
MS5102	Deputy Commandant for Manpower and Reserve Affairs
MS5103	Reserve Affairs Division, M&RA
MS5104	Personnel Management Division, M&RA
MS5105	Personnel Family Readiness Division, M&RA
MS5114	Deputy Commandant for Plans, Policies and Operations

MS5113	Deputy Commandant for Programs and Resources
MS5115	Judge Advocate Division
MS5109	Director, Command, Control, Communication, and Computers
MS5106	Director, Administration and Resources
MS5121	Director, Intelligence
MS5123	Director, Office of Marine Corps Communication
MS5125	Director, Safety Division
MS5126	Inspector General of the Marine Corps
M54205	Office of Marine Forces Reserve

(2) Supporting activities report to the CMC or the ACMC. They include:

- (a) MCCDC.
- (b) MARCORSYSCOM.
- (c) MCRC.
- (d) USMC Test and Evaluation Activity.
- (e) Technology Services Organization.

(f) Other activities reporting to the CMC, ACMC, or Deputy Commandants, but do not fall within the scope of the types of USMC organizations of the SE and which are not part of the USMC operating forces.

c. External Support to other Activities and Agencies. The USMC provides individual manpower to Joint, DoD, USN, and other activities as required. Additionally, organizations such as USMC Embassy Security Guard forces, and Marine Cryptologic Support Bn forces are organized by the CMC for missions directed by the Secretary of State, or the Director, National Security Agency respectively.

(1) Embassy security forces under the control of the Secretary of State provide security and services or perform other special duties for agencies other than the DON. Assignment of the missions of these forces and the personnel to them are specified by the supported agency and approved by the CMC.

(2) Marine Cryptologic Support Bn forces, under the Operational Control (OPCON) of the Director, National Security

Agency/Chief, Central Security Service via the USMC Service Cryptologic Component Chief trains, employs, and deploys Marines to conduct Signals Intelligence, Information Assurance, and National-Tactical Integration activities which satisfy National Security Agency/Chief, Central Security Service, MAGTF, and Joint Force intelligence requirements.

(3) Joint and External Billets. Individual Marine manpower requirements are established within organizations outside of the USMC as described in paragraph (b) below. This includes several broad categories:

(a) Joint and/or DoD organizations in which the Services contribute equitable proportions of manpower.

(b) Intra-departmental billets located within the structure of the USN.

(c) Billets with other Services.

(d) Billets outside of DoD.

(4) The changing roles and missions of these organizations drive manpower requirements, and in turn, shape the nature and scope of manpower support provided by the Services. The USMC participates in requirements determination as described for each unique category listed below. Processes and methods vary widely by category; the Joint Manpower Program is the most dynamic, with the most systematic process. The remaining categories determine and review requirements on an ad-hoc basis. For manpower supporting Jointly Manned Activities, USN, and other Services, and non-DoD organizations, levels of support are normally agreed upon in conjunction with requirements determination, and revisited on an as-needed basis. For Combatant Commanders, Joint Staff, OSD and Defense Agency manpower requirements, levels of support are programmed into the respective agencies' budget, and reviewed annually during the DoD Program Budget Review (PBR).

(a) Objectives. The most basic objective for external manpower is to ensure the USMC is represented proportionally and positioned appropriately within external organizations. Specific considerations include:

1. Military essentiality of the position.

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2. Utilization of the minimum grade capable of meeting stated position description requirements. Exceptions include positions of key Service-level influence with departmental level organizations and/or Combatant Commanders.

3. The capability of current and future inventory to support specific grade and MOS requirements outside of the Marine Operating Forces.

4. The impact of tours outside of Marine Operating Forces on proper career progression.

5. Sufficient opportunities for Marines to earn joint duty credit.

6. Positioning Marines strategically within Defense Department and Joint organizations to provide senior Service-level experience, perspective and input for decisions involving department level support to USMC programs and operations, and/or Combatant Commander employment of the Operating Forces.

7. Positioning Marines strategically within USN organizations to provide senior USMC experience, perspective and input for decisions involving DON level support to USMC programs and operations, as well as the employment of Navy-USMC task forces.

(b) Categories

1. Combatant Commands, Joint Staff, and CJCS Controlled Activities. The USMC provides individual manpower to these organizations through participation in the Joint Manpower Program as described in reference (s). As a general guideline for a planning metric, the Services split joint manpower requirements, with the USMC generally filling a percentage of the joint manpower requirements for a given organization. Management of joint manpower requirements follows a deliberate process coordinated by the Manpower and Personnel Directorate of a Joint Staff, Manpower and Personnel (J-1) in accordance with reference (s). Chapter 6 of this Order contains additional details on the requirements development and change processes.

2. OSD, Defense Agencies, and related Field Activities. The USMC provides individual manpower to these organizations based upon levels of support reflected in the most recent SECDEF approved program budget. Unlike the joint

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manpower program, there is no overarching manpower process or process manager for requirements development at these organizations. Periodically, the SECDEF may direct a Defense Manpower Review Process, normally led by the Under Secretary of Defense for Personnel and Readiness to evaluate and make recommendations on the most efficient utilization of manpower within the agencies. Outside of these formal reviews, the USMC coordinates directly with each agency on individual billet requirements, not to exceed programmed levels of support. Changes to support levels must be vetted and approved by the PBR. Refer to Chapter 6, for additional details on the requirements development and change processes.

3. Jointly Manned Activities. These activities are established by SECDEF or CJCS with a single Service designated as the Executive Agent. Manpower requirements are normally distributed amongst the Services during inception, and are normally reflected in the organization's charter. Individual billet requirements are coordinated directly with the Activity. Changes to levels of support are normally considered during periodic charter revisions, and are coordinated directly between the USMC and the Executive Agent. Refer to Chapter 6, for additional details on the requirements development and change processes.

4. Marines assigned to United States Army or United States Air Force. Individual Marine manpower requirements may be established with the headquarters or operating force units of the Army and/or Air Force. These requirements may involve manpower exchange programs, instructor duty at Professional Military Education (PME) or other formal schools, liaison billets at major force headquarters or other billets as needed. These requirements are normally established by Memorandum of Understanding (MOU) between the respective Departments/Services. The respective USMC Advocate or Proponent for the specific program will coordinate, in conjunction with DC CD&I (TFSD) the establishment of and subsequent revisions to MOUs. This includes determination of appropriate billet compensation for the establishment of new or increased manpower requirements. Refer to Chapter 6, for additional details on the requirements development and change processes.

5. Nominative and Rotational Billets. Joint organizations designate select billets (GOs, Directors; Executive Assistants, Senior Enlisted Advisors, etc.) as "nominative" or "rotational." For nominative billets, the commander selects from a slate of candidates from each Service.

Rotational billets are filled by each Service for three-year tours according to a predetermined rotation. Resources are not programmed for these billets; DC CD&I (TFSD) adds nominative billets to the respective UIC upon notification that a USMC candidate has been nominated to fill the respective billet. These positions are added in TFSMS only for the years in the FYDP the USMC is scheduled to fill the billet, and are normally deleted after the period.

6. Joint Duty Assignment List (JDAL) billets on Joint UICs. Each Joint UIC includes billets listed on the SECDEF JDAL. The JDAL is developed annually by the processes described in reference (bg). DC M&RA (Manpower Management Officer Assignments - MMOA) represents USMC interests in the development of the JDAL. JDAL billets are identified by assignment of an "N" series MCC in TFSMS. JDAL manning and staffing levels are determined by CMC as set forth in reference (1).

7. Marines assigned to the Office of the SECNAV, Chief of Naval Operations Staff, Operating Forces and SE of the USN. The preponderance of individual manpower assigned outside of the USMC is assigned within the DON or USN organizations.

8. Marines assigned outside of DoD. Individual Marine manpower requirements may be established outside of the DoD by MOU. The respective USMC Advocate or Proponent for the specific program will coordinate, in conjunction with DC CD&I (TFSD), the establishment of and subsequent revisions to MOUs. This includes determination of appropriate billet compensation for the establishment of new or increased manpower requirements. Refer to Chapter 6, for additional details on the requirements development and change processes.

(c) UICs specific to Joint and External Billets. The USMC has established UICs (MS41xx/MS42xx series) to better organize the individual requirements filled by the USMC at various external organizations. (Note: For the Geographic Combatant Commanders, Joint Staff, and CJCS Controlled Activities, these UICs are generally organized to mirror the respective Joint Tables of Distribution (JTD) - (AC/AR manpower requirements) and Joint Tables of Mobilization Distribution (JTMD) - (RC, Selected Reserve (SELRES), Drilling Reservists [Selected Marine Corps Reserve (SMCR)/IMA] mobilization manpower requirements), which are contained in the Electronic Joint

Manpower and Personnel System. Although organized within TFSMS as UICs, these UICs are not operational in nature and serve only as an organizing mechanism for the individual joint billet requirements. As such, they do not contain equipment requirements or mission statements.

(d) Administrative Control/OPCON of external UICs. OPCON of Marines assigned to external organizations is exercised by the commander of the respective organization. Administrative Control is exercised by the Commanding Officer of the Reporting Unit Code to which the Marine is administratively attached to, or in the case of IMA Marines, to the Commanding Officer of the Reporting Unit Code which the structure is assigned. DC CD&I (TFSD) coordinates with DC M&RA (Manpower systems - MI) to identify and/or create MCCs for joint organizations. These MCCs are normally attached to the closest USMC organization capable of providing administrative support.

d. Supporting Establishment (SE). The SE refers to those entities which support the USMC Operating Forces to include bases, stations, activities, schools, training facilities, etc.

(1) The SE is vital to the success of the USMC Operating Forces. Bases and stations provide the training areas, ranges, and facilities necessary to prepare Marines for operations. They serve as staging and marshalling areas for deploying units and often are the continental United States-end of a responsive replacement, supply, and new equipment pipeline into the area of operations.

(2) The Marines, Sailors, and civilians of the SE are true partners with the Marines of the operating forces in accomplishing the mission. The SE provides facilities and support to the families of deployed Marines, allowing Marines to concentrate fully on their demanding missions without undue concern for the welfare of their families.

(3) USMC bases, stations, and installations report to DC I&L through the CG Marine Corps Installations Command (MCICOM) with the following exceptions:

(a) Service Level Training Installations report to CG TECOM. This includes: MAGTF Training Command/Marine Corps Air Ground Combat Center, Twenty-nine Palms, CA; Marine Corps Recruit Depot San Diego, CA and Parris Island, SC. Marine Corps Mountain Warfare Training Center is a subordinate installation of MAGTF Training Command/Marine Corps Air Ground Combat Center.

(b) Reserve Base Support, New Orleans reports to Commander, COMMARFORRES.

e. The National Capitol Region. The National Capitol Region is not an element of force structure, rather it is a geographical location used by HQMC to account for personnel. It includes commands, units, and detachments from multiple components to include: all DCs and activities/Commands in Quantico, VA; Fort Meade, MD; Indian Head, MD; and Joint Base Fort Myer, VA. This administrative grouping is not to be confused with USMC National Capitol Region Command which is a dual-hat responsibility held by CG MCICOM.

3. Elements of Force Structure. Elements of force structure are units, billets and items of equipment. In TFSMS these are represented by UICs, BICs and TAMCNs.

a. Units. Units are broadly defined as any military element whose structure is prescribed by competent authority and are codified by a T/O&E. However, units can be more narrowly defined by type categorization based on inherent or directed authority and responsibility.

(1) Units are identified by a UIC. UIC detail generally goes to the company (Co)/battery (Btry) level, consistent with the description of unit hierarchies in reference (r). Therefore there are unique UICs assigned to companies, but generally not for platoons or sections. Instead, platoon/section-level detail is normally captured within the "parent" T/O&E by assignment of unique section and sub-section BICs, which are described later under "structure." Company/Battery-sized units also have parent units, namely Bn(s), which also have their own unique UICs, but do not have a T/O&E in addition to their Co/Btry T/O&E. Parent units do not double-count "child" force structure, but only the force structure associated with their unique status as a parent. Therefore, to account for the TFS of a nominal infantry Bn, for example, one would need to analyze the T/O&Es of the headquarters and services company, all rifle companies, and the weapons company associated with the particular Bn. Furthermore, to account for the TFS of an infantry regiment, one would have to analyze the regimental headquarters T/O&E and all Bn(s) assigned to the regiment. This parent-to-child relationship continues up the unit chain of command hierarchy.

(2) Care must be taken when developing new units and determining the requisite structure, authority and

responsibilities for the execution of its assigned mission. The Unit-Type Matrix (Figure 2-1) characterizes units according to the authorities and responsibilities. It is used to determine the type of unit to be created.

(3) When assigning a type of UIC for Force Structure the general rule is to use a Standard UIC ("M" plus five digits) if the Unit being established is a command and activated by a MCBul 5400. These standard UICs are easily registered/recognized in systems of record within the USMC and other DoD agencies. These standard UICs are not normally reused, once assigned to a unit, which limits the availability of standard UICs for use. Current practice states all operating force units will be assigned standard UICs.

(4) An alternate UIC structure ("M" plus one Alpha Character and four digits) was established for use in capturing force structure which is normally a "collection of billets or equipment" within the SE. Most HQMC agencies, training detachments and aviation training sites are not reporting entities and have limited or no command authority. The Preposition equipment and the Baseline MEB are also registered in TFSMS using an alternate UIC structure. These types of alternate UICs provide utility and may only require a naval message to establish their activation. Even though this type of UIC is not standard it can and has been registered in systems of record for identity and reporting.

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UIC TYPE	UIC ASSIGN TYPE	UNIT TYPE	PERM BILLETS/ EQUIP	SHOW BILLETS IN ALT LOCATION	MISSION STATEMENT	METS/ METL	SELF SUPPORTING	DRRS-MC REPORTABLE	DODAAC	AUTHORITY TYPE	MCBUL 5400	EXAMPLE
PARENT/ ROLL UP -1	M & 5 DIGITS	GROUPING TO IDENTIFY A COLLECTIONS OF UNITS FOR REPORTING	N	N	Y	Y	N	Y	YES/ REGISTERED AS THE PARENT BUT CMDR ON SUBORDINATE UIC HAS 00 AUTH	NONE	N	PARENT UIC IDENTIFIES MARFOR/ MEF/ MSC/ REGTS/ BNS/ GRPS/ MAGS.
STUCT-1	M & 5 DIGITS	BASIC COMMAND/ OPFOR AND SOME SE UNITS	Y	N	Y	Y	Y	Y	YES /01 or 06 COMMANDER CAN HAVE 00 AUTH	COMMANDER	Y	CO, SQDN, CLB (MEU) CLC (UP TO MARFOR)
STUCT-2	M & 5 DIGITS	INSTALLATION/ RECRUIT DEPOT/ SOI	Y	N	Y	Y	Y	Y	YES /00 FULL REQ	COMMANDER	Y	INSTALLATION / BASE/ DEPOT/ STATION/ FACILITY
STUCT-3	M & 5 DIGITS	SITE SPT FOR RESERVE UNITS/ TRUE DETS/ TEAMS	Y	N	N	Y	N	N	YES /01 SHIP TO ONLY	SITE CMDR/ INSP & INSTR DET CMDR	Y	DETS FOR WING UNITS/ SPECIAL COMM TEAM/ SITE SPT
STUCT-4/ PARENT ROLL UP- 2	MS & 4 DIGITS	HQMC/ AGENCIES	Y	N	Y	Y	N	N	YES /01 SHIP TO ONLY	DEPUTYCMD R/ DIRECTORS	Y	HQMC AGENCIES/ DEPTS/ DIVS
STUCT-5	MS & 4 DIGITS	SCHOOLS/ DETS/ REPS SUPPORT TO SCHOOLS/ ADJUNCT DETACHMENT	Y	N	Y	Y	N	N	YES /01 SHIP TO ONLY	DIRECTOR/ DET CMDR/ OIC/ DET NCOIC/ SENIOR MARINE	Y	MC SERV SPT SCOL/ MC COMM SCHOOL/ MARCOR REP
STUCT-6	MS & 4 DIGITS	COLLECTION OF BILLETS WITH NO CMD STRUCTURE	Y	N	N	N	N	N	NO	SENIOR MARINE	N	JOINT/ EXTERNAL BILLETS / DLA
STUCT-7	MS & 4 DIGITS	COLLECTION OF BILLETS SUPPORT RECRUITMENT/ HS/ COLLEGES	Y	N	N	N	N	N	YES /01 SHIP TO ONLY UNIQUE DODAAC FOR EACH LOCATION	SENIOR MARINE	N	MOI / JROTC/ NROTC BILLETS
MAPPED -1	M & 5 DIGITS OR MS & 4 DIGITS	BILLETS FROM STRUCT UIC WITH COMMANDER/ DIRECTOR	N	Y	Y	Y	Y	Y	YES /01 SHIP TO ONLY	COMMANDER	Y	PERM CLC'S
MAPPED -2	M & 5 DIGITS OR MS & 4 DIGITS	BILLETS FROM STRUCT UIC TO ALT UIC TO SHOW REQ IN A NEW GEOLOC SUB UNIT OF STRUCT UIC	N	Y	N	Y	N	N	YES /01 SHIP TO ONLY	SENIOR MARINE / OIC DET CMDR	Y	MARINE RESERVE BILLETS ACROSS THE U.S.. / LEGAL SPT TMS

Figure 2-1.--Unit Type Matrix.

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(5) Tables of Organization and Equipment

(a) Each UIC has an assigned T/O&E which details the unit's TFS requirement, consistent with its requirement in capability, to accomplish its assigned METs.

(b) Mirroring. The concept of mirroring refers to the T/O&E standardization of like units and capabilities. More precisely, like units and capabilities generally have exactly the same T/O&Es, to the maximum extent possible, to provide standardized combat capability for global force management and distribution. Additionally, the "mirroring" characteristic of like unit T/O&Es provides the MAGTFs consistency in contingency planning and balance across the USMC.

b. Billets

(1) Active Component (AC) Marine Billets. AC Marine Billets are chargeable structure. AC BICs represent those billets required to be filled by Marines or other Service members from the Active Duty List, officer and enlisted.

(2) Active Component (AC) USN Billets In Support Of the USMC. AC USN billets are chargeable structure. USN Appropriations represent the direct support portions of the USN's budget spent on the USMC which are in addition to USMC appropriations. Blue dollars pay to procure, operate and maintain USMC aircraft, provide USN manpower, and other direct support items not covered by green appropriations. These specific "Blue" dollar support efforts for the USMC are often called Blue In Support Of Green "BISOG". "Blue in Support of Green" requirements are identified as a product of the force development process. The Warfighting Investment Program Evaluation Board recommendations are integrated within the PPBE with other investment recommendations and forwarded to the MROC as the Tentative POM, or to the appropriate Office of the Chief of Naval Operations sponsor for naval or BISOG capabilities. The MROC's BISOG review with USN is conducted through the Resources and Requirements Review Board. DC P&R is a voting member of the Resources and Requirements Review Board. If the USMC and USN cannot reconcile requirements, SECNAV Force Management and Budget and OSD-Office of Capabilities Assessment and Program Evaluation may intercede as the budgeting process advances. DC CD&I (TFSD) equities lie in the manpower authorizations detailed below. The most basic objective is to define the BISOG manpower requirements in support of the warfighting capabilities for the present and the future to

prepare, train and equip the USMC for decisive victory in Joint and Coalition operations across the operational spectrum.

(a) Organic BISOG Requirements. Organic BISOG requirements represent authorizations directly apportioned to Budget Submitting Office (BSO) 27 by the USN. A budget submission office is tasked with managing its allocated resources. In this case, BSO27 is the USN categorization of BISOG authorizations allocated to DC CD&I (TFSD) and managed by the USN Branch, DC CD&I (TFSD).

(b) Military Personnel, USN. Military Personnel, USN is an appropriation which includes funding for USN active duty (AD) personnel. Although primarily Medical and Religious support, additional USN Officer and Enlisted manpower classification codes have been allocated. Military Personnel, USN authorizations are primarily used to fund T/O&E requirements denoted by "MPR_TYPE A" and "BILL_STA A" status codes within TFSMS. In the absence of a consolidated BISOG manning branch, manning responsibilities are distributed between USN staff at several USMC activities. USN Branch retains exclusive communication with the Manning Control Authorities at the Bureau of Naval Personnel and Fleet Forces Command and will intercede at the request of the MARFORS with other USN manning support activities. MARFORCOM, as the Global Force Manager, and DC PP&O, as the HQMC liaison with USN, validate augmentation requests including HSAP activation. All activities may liaison directly with USN Personnel Command for placement support. Marine Forces Reserve Manpower or Personnel Staff Officer (G-1) liaises directly with Commander, Naval Reserve Forces.

(c) Health Services Augmentation Program (HSAP). This is not a BISOG appropriation but is included because HSAP funding is used to source T/O&E requirements denoted by "MPR_TYPE V" and "BILL_STA M" within TFSMS. HSAP billets are funded through USN Bureau of Medicine and Surgery (BSO18) Military Personnel, USN or Defense Health Programs appropriations.

(3) RC Marine Billets. The RC of the USMC Total Force has a mission to augment and reinforce the AC with trained units and qualified individuals in a time of war, national emergency or contingency operations, provide personnel and operational tempo relief for the active forces in peacetime, and provide service to the community. The USMCR complements AC force structure and capabilities. Charged with providing the means for rapid expansion of our Corps during national emergency, the

USMCR provides the added capability, flexibility, and depth providing the foundation for our sustainment at any level of recall or mobilization. Total Force integration is the dominant theme for all Reserve planning, training, and administration. The USMCR is comprised of the Ready Reserve, the Standby Reserve, and the Retired Reserve.

(a) Ready Reserve. The Ready Reserve consists of reserve units and individual members who are liable for immediate AD during war or national emergency. The Ready Reserve includes the SELRES and the Individual Ready Reserve (IRR).

1. Selected Reserve (SELRES). The SELRES is part of the Ready Reserve consisting of members of SMCR units, IMAs, and members serving on AD in the AR program.

2. SMCR Units. SMCR units include subordinate units within the 4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group of MARFORRES. All SMCR units are under ADCON/OPCON of the COMMARFORRES.

3. Individual Mobilization Augmentee (IMA). IMAs are SMCR members not part of a SELRES unit, pre-assigned to an AC organization billet. The billet must be filled to meet the requirements of the units METs to support mobilization (including pre-and/or post-mobilization) requirements across the spectrum of military operations and training. All IMA personnel are organized under a single administrative Reporting Unit Code, and receive personnel administrative support from the Marine Forces Reserve Personnel Administration Center. Administrative control of IMA Marines is possessed by the Commanding Officer of the Reporting Unit Code which the structure is assigned.

4. Active Reserve (AR). Reservists on AD with the AR program serving in full-time AD billets which support the organization, administration, recruiting, retention, instruction, training, and integration of the USMCR.

(b) Individual Ready Reserve (IRR). The IRR is a CMC manpower pool principally consisting of individuals who are available for mobilization; have had training; have previously served in the active forces or in the SELRES; and who are in one of the following categories:

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1. Category A. Marines who have not completed their Military Service Obligation.

2. Category B

a. Marines who have completed their Military Service Obligation and are in the IRR by voluntary agreement.

b. Reserve officers who continue to serve in the IRR, contingent on minimum participation requirements and statutory limitations.

3. Category C. Marines who have not completed their Military Service Obligation and are mandatory participants, but are authorized to transfer to the IRR.

(c) Standby Reserve. The Standby Reserve consists of Marines who are unable to meet participation requirements of the Ready Reserve and desire to maintain their affiliation, are bound by contractual obligation, or are officers who have failed to resign their commission. The Standby Reserve is comprised of two categories: Standby Reserve-Active Status List and Standby Reserve-Inactive Status List. These individuals are not required to train and are not members of units; however, they may be mobilized as needed to fill manpower requirements for specific skills.

(d) Retired Reserve. The Retired Reserve consists of Marines who have requested and have been approved for retirement. Members of this category may be recalled to AD per reference (bh).

(4) RC USN Billets. Reserve Personnel USN is an appropriation which includes funding for RC personnel. This appropriation includes funding for both Full Time Support, known as AD Operational Support in the USMC, and SELRES personnel. Full Time Support authorizations are primarily used to fund T/O requirements in MARFORRES units denoted by "MPR_TYPE A" and "BILL_STA A" (AR Personnel). SELRES authorizations are primarily used to fund T/O&E requirements in MARFORRES units denoted by "MPR_TYPE V" and "BILL_STA A" status codes.

(5) Civilian Billets. Civilian manpower requirements are a component of the TFS and are essential to the accomplishment of the USMC mission. The TFSP establishes the optimal allocation of personnel resources in accordance with the

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CMC's priorities to provide a balanced and capable force. Force structure requirements for a unit to accomplish their mission is a combination of Marine, USN (AC and RC) and Civilian structure.

(6) Contractors. As part of the total force, contracts and contractors in general terms are used to augment the existing workforce of the commander for a short period of time. As such, they will not be recorded in TFSMS as a part of the T/O&E. Contractors cannot be used to perform inherently governmental work as defined in reference (t). Contracts are listed in the Federal Procurement Data System which is updated by the Regional Contracting Offices as contracts are let. Reporting Contracts is also required in conjunction with the STFMP guidance and will be listed as part of a command's TFAP submitted on an annual basis.

(7) Fleet Assistance Program. A Fleet Assistance Program billet is not chargeable structure as understood for the Total Force. The Fleet Assistance Program is a method by which the tenant commanders and the host supporting installation commander agree to personnel requirements beyond the personnel capabilities of the host command. It is intended to provide the host command with sufficient manpower resources to accomplish current, new, or increased workload to support the tenant commands. These additional requirements as described in reference (u) are listed on the installation command T/O&E and are updated on an annual basis by the Advocate no later than the end of the fourth quarter of the FY.

4. Equipment

a. Approved Acquisition Objective (AAO). AAOs are categorized into the following elements: Title 10 and the War Reserve Program. The Title 10 elements consists of Operating Forces (Active and Reserve), the SE, and DMFA. The War Reserve Program element consists of MPF, MCPP-N, MAP-K and WRMR-I. The aggregate total of all seven elements produces a total USMC materiel requirement (AAO) for a particular item of equipment (TAMCN); as described in greater detail in Chapter 7.

b. Equipment Requirement Allowance Account (ERAA). Equipment Requirements for a unit (a units T/E) are captured on an ERAA in TFSMS. The ERAA captures the equipment (TAMCNs) identified to support a unit's mission. The ERAA functionality allows a user to define and manage equipment requirements and related allowance profile data as information collections which can subsequently be linked to units. Functionality allows a

unit to be associated to and disassociated from one or more collections, as opposed to changing every equipment requirement record on a unit's T/O&E and its related quantities individually when the unit rotates through the Unit Deployment Program (UDP) or deploys; as described in greater detail in Chapter 7.

c. Table of Authorized Materiel Control Number (TAMCN). The TAMCN is a seven character alphanumeric identifier of ME (e.g. D11587K-TRUCK, UTILITY). It distinguishes a commodity of materiel per the equipment capability, and is used to track a standalone capability, referred to as ME, major end item, weapon systems, or parent TAMCN, from "cradle to grave"; as described in greater detail in Chapter 7.

d. Component TAMCN. The component TAMCN is an eight character TAMCN. It is expressed as an alphanumeric identifier (e.g. D11587KK-TRUCK, UTILITY). It is a copy of a seven character TAMCN (e.g. D11587K-TRUCK, UTILITY) which is created when the piece of equipment is needed to complete the system capability of another seven character TAMCN (e.g. D11587KK-TRUCK, UTILITY is an eight character TAMCN of an A00677G-RADIO SET); as described in greater detail in Chapter 7.

Chapter 3

Develop and Plan Force Structure

1. General. The TFSP provides a comprehensive yet dynamic approach to develop and plan force structure. The TFSP is methodical in developing force structure as there are standardized processes and regular venues in which to posit requirements in terms of manpower and equipment. The TFSP processes the demand signals received from both top-down and bottom-up channels, effectively covering all bases. Yet, the TFSP is a dynamic process not constricted to a standardized set of ordinal procedures. Instead, requirements generation can simply enter the process at the most logical point, providing rapid response, with certain caveats, to the supported unit or entity.

a. Purpose and Scope. This Chapter explains how direction from the CMC, the CMC's staff, or agencies higher than the CMC, combine with the operational assessments of force commanders to develop and plan force structure.

b. Policy and Procedures. The TFSP methodology in developing and planning force structure is to translate tasks into solutions and solutions into force structure. To support these solutions, a current and validated mission statement is the first step in developing a unit and determining gaps. TOECRs will not be processed for units lacking or having outdated/incomplete mission statements as the mission statement is an essential tool for analyzing the appropriateness of a given TOECR. Billets and equipment are then related to the mission through Mission-Function-Task analysis and the TFSP. This analysis is applicable to all levels of command throughout the total force. Overall assessment of this "translation" sub-process is accomplished via the TF DOTMLPF&C WG analysis for unit level-actions prior to requesting and achieving approval at the appropriate strategic level. Finally, force structure is periodically reviewed by formal review boards or other USMC planning entities to include requirements of STFMP for MEF and higher CE and SE commands. The STFMP supports strategic planning and is concerned with the development of prioritized Force Structure with measurable goals and objectives enabling the command to accomplish its present and future mission.

2. Translate Tasks into Solutions

a. Universal Joint Task List. The Universal Joint Task List is a menu (or library) of tasks in a common language, which serves as the foundation for joint operational planning across the range of military operations. The Universal Joint Task List supports DoD in conducting joint force development, readiness reporting, experimentation, joint training and education, lessons learned, etc. It is the basic language for developing Joint METs/METLs, and Military Service or Agency METs/METLs.

b. USMC Task List (MCTL). The MCTL is the authoritative and published standard of doctrinally based common language tasks for use by units, installations and SEs. USMC Tasks resident within MCTL define USMC capabilities and are used in the development of their standardized individual METSs/METLs for Core, Core Plus, Assigned Concept Plan/Operation Plan and Named Operation missions, contingency operations and support to the war fighter. MCTL is a "living library" of tasks requiring sustainment through continual updating and modification to meet Operating Force readiness reporting requirements for DRRS-MC. The MCTL database is maintained and resident within the TECOM authoritative data source USMC Training and Information Management System Task Master Module via CAC-enabled access: <https://mctims.usmc.mil/TNRManual/TaskMaster/Pages/Home.aspx>. DC CD&I also maintains a posted Word version of the MCTL and supporting documentation via the established website: <http://www.mccdc.marines.mil/Units/MarineCorpsTaskList.aspx>. DC CD&I's intent is to ensure the MCTL/USMC Tasks are periodically reviewed for relevancy by the stakeholders and approved by Advocates to ensure the tasks are representative of all elements of the MAGTF and that the DRRS-MC database is populated with current, accurate and near real-time USMC Tasks for immediate use. Notice of approved modifications and new task additions to the MCTL are issued via Naval Message.

c. Mission Essential Tasks (METs). In compliance with statutory responsibilities to meet Service and Combatant Commander requirements, designated USMC units and installations develop METs/METLs to focus for planning, resources and training, and to report operational readiness against Core and Assigned missions. A MET is a specified or implied task which an organization must perform and is deemed "essential" or "critical" by a unit commander to accomplish the mission. METs are developed for unit types and are drawn and developed from USMC tasks within the MCTL. METs can also be selected from the Universal Joint Task List when appropriate, in support to a

specific Combatant Commander over a USMC unit or task force. Unit commanders and installations utilize METs as the foundation for force planning and training plans, with appropriate conditions and performance standards to assure successful mission accomplishment, and per MET-based readiness reporting requirements within DRRS-MC. A METL is the list of approved METs a unit commander will use to report his organization's ability to meet current, forecasted, and contingency requirements. All current and established USMC Tasks/METs/METLs are maintained and resident within the TECOM's Authoritative Data Source USMC Training and Information Management System Task Master Module. USMC Training and Information Management System provides custom-built web applications which enables the USMC to organize the T&R activities for all units in the fleet and requires a mission critical application to identify and organize all the resources required to train and prepare for a mission. The Task Master Module database provides MCTL/USMC tasks used for the development of METs/METLs, with measures and criteria necessary to achieve METs to standard, and provides weekly MET/METL data interface to DRRS-MC. USMC METs/METLs are available for analytic use and review via Common Access Card-enabled access:

<https://mctims.usmc.mil/TNRManual/TaskMaster/Pages/Home.aspx>.

(1) DC CD&I will ensure all METs/METLs developed using MCTs within the MCTL, are adjudicated and validated by the respective Advocates.

(2) MAGTF Advocates' will associate assigned METs with their appropriate units' mission statements in the TFSMS. If the tasks, conditions, or standards change, the MAGTF Advocate will review and modify existing mission statements (or create a new mission statement if required) for each unit within its purview.

(3) Suggested task modifications or new tasks should be thoroughly analyzed for appropriate and suitable construct prior to submittal to DC CD&I for inclusion to the MCTL.

(4) The MAGTF Advocates will have three months from the date of a revised or developed USMC Tasks incorporated and published within the MCTL, to update their affected mission statements. Intent is to ensure MCTL changes are reflected and listed within their mission statements and correspond to the METs published in the appropriate community of interest T&R Manuals which are aligned to MET/METL data resident within the Task Master module of USMC Training Information System.

3. Translate Solutions into Force Structure

a. Non-Materiel (Organizational) Solutions. A non-materiel solution is any solution not involving the development of a new piece of equipment (yet may include an increase, re-allocation, or decrease of existing equipment; known as the "small m" within the TF DOTMLPF&C pillars).

b. Force Structure Requirements. After METs are established, DC CD&I, in concert with the MAGTF Advocates and Proponents, will establish the force structure required to support them. The development of the equipment necessary to accomplish the unit's METs must be concurrent with the development of the billets. To develop force structure (billets and equipment) to accomplish a unit's METs, a mission-function-task analysis must be conducted. A mission-function-task analysis evaluates each MET the unit is charged with executing by using SMEs to determine the right skills, by grade and quantity, and the right items of equipment by TAMCN and quantity, needed to accomplish the mission. SMEs utilize references (n) and (o) and TFSMS record of available TAMCNs as the baseline of the mission-function-task analysis by aligning the METs of the unit to the available core and core plus tasks available in the MCTL.

4. Mission Statements

a. The mission statement is a concise publication of the unit's responsibilities in relation to other organizations, and it describes the unit's role in support of the MAGTF, the SE, and/or Joint Operations. In addition, the mission statement drives the organization of the unit as well as the number of required billets and equipment. As explained previously, any change to a USMC Tasks within MCTL or METL warrants an assessment of the impact on the MAGTF Advocate's existing mission statement. The following guidelines outline the development of a Mission Statement:

(1) Mission statements define capabilities (core competencies/operational requirements) for the unit or organization. They are the current representation of the unit's capability in accordance to the unit's METL and the bridge between the MCTL (Title 10 United States Code requirements), the T&R Manual, and actual warfighting capabilities and critical support functions for the USMC Enterprise.

(2) Mission statements are structured to include tasks that refer to or incorporate Core METs and or Core Plus METs, as well as the concepts of operation, logistics, and COE.

b. Stakeholders Responsibilities

(1) MAGTF Advocates. MAGTF Advocates are responsible for creation, review, modification, formal staffing and GO endorsement of proposed Mission Statements. All Mission Statement submissions shall be in compliance with the format provided in Appendix (B) of this Order.

(2) CG TECOM. CG TECOM is responsible to review, validate and/or modify through T&R Program Manual's METL and mission statement review requirements.

(3) DC CD&I. DC CD&I is responsible for final review, approval and publishing the Mission Statements in TFSMS

(4) Commanders. Commanders are responsible for providing input/validation and translate tasks, people, and equipment into appropriate mission tasks.

c. Policy and Procedures

(1) Policy

(a) The CMC has delegated authority to DC CD&I as the final approval authority for all mission statements.

(b) MAGTF Advocates will ensure every unit identified by a UIC has a current mission statement. Units without valid current mission statements run the risk of not having submitted TOECR's considered as current mission statements are required to validate requested changes. MAGTF Advocates are required to create or update mission statements for units within their purview and ensure each unit's METs correspond to that unit's mission statement, approved METL and

are properly referenced in the type unit T&R Manual. Refer to reference (v) for further guidance.

(c) Mission statements are required at each UIC level to include "roll up UICs" which comprise multiple UICs. For example, an infantry Bn UIC in TFSMS has no associated structure, but an actual infantry Bn consists of a Headquarters and Service Company, Infantry Companies, and a Weapons Company. The "roll-up" infantry Bn UIC requires a mission statement which covers the capability of the entire Bn. Smaller units which have a UIC (e.g. Legal Support Teams, Fire Support Teams, etc.) may not have a mission statement, however their functions must be addressed in their parent unit mission statement.

(d) Mission statements will be reviewed, at a minimum, by the MAGTF Advocates every three years in conjunction with corresponding TECOM METL reviews. An Advocate validated mission statement is sent via a TOECR to DC CD&I for signature. A reviewed mission statement is confirmed in writing by the Advocate (GO level), sent via a TOECR with a validated letter and the current mission statement to DC CD&I for approval.

(e) Mission statements shall be validated or modified whenever a unit is significantly modified, when a unit's list of METs change, a major reorganization is initiated or a change/modification to type, number or capability of the unit's mission essential equipment.

(f) Deputy Commandant mission statements will be reviewed by the DMCS, prior to submission to DC CD&I.

(g) Mission statements will be based upon doctrine and address mirror-image units within the USMC, including the USMCR. Units not within a mirror group of like capabilities shall have specific mission statements unto themselves.

(h) Mission statements should be written to provide definition of how the unit is organized and employed in support of the MAGTF commander.

(i) Mission statements should not be written in such specific form as to take away a commander's flexibility for employment of the given unit.

(j) METs shall be included in the mission statement as depicted in Appendix (B) of this Order.

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(k) If there are paragraphs within the mission statement which do not apply, "non-applicable" shall be inserted in those paragraphs.

(l) Proposed mission statements will utilize Appendix (B) as a template. All Mission Statements not in compliance will be returned to the advocate for correction.

(2) Procedures

(a) The MAGTF Advocate is responsible for the creation, updating of, and changes to mission statements and are responsible for the coordination, formal staffing, editing, and final copy of mission statements.

(b) The MAGTF Advocates shall electronically staff the advocate endorsed unsigned mission statements to DC CD&I (TFSD) for final administrative review and submission to CMC (DC CD&I) via Dir, Capabilities Development Directorate for final approval.

(c) DC CD&I (TFSD) is the repository for all USMC Mission Statements and once approved by DC CD&I (TFSD) files the signed mission statement in TFSMS.

(3) Promulgation. Current mission statements will be published via TFSMS. For further direction/amplification reference the TFSMS User Manual is found under References at <https://tfsms.mccdc.usmc.mil>.

5. Mission-Function-Task Analysis

a. Overview. A mission-function-task analysis is any analytic process which matches personnel and equipment to a specified list of tasks to be performed for the purpose of developing the structure necessary to complete a mission. For the USMC, this is typically accomplished by determining the preliminary amount of structure needed to accomplish a unit's METs and any implied tasks as derived from the doctrinal METL, until actual experience can validate the structure.

b. Purpose. The purpose of the mission-function-task analysis is to provide a justification for the force structure requests received from either higher or lower echelons. As such, they are usually performed by the requesting unit with guidance provided by DC CD&I (TFSD). Following the mission-function-task analysis the billet and equipment requirements are

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captured in TFSMS to be used as reference for the HRDP, the Acquisition Process, and the Life Cycle Management Process.

c. Inputs

(1) Requirements. Mission-Function-Tasks analysis is required when one (or both) of two organizational changes occur: a change in mission or a change in equipment. Either of these events can trigger the need for a change to the USMC Tasks and/or a unit's Mission Statement and METs.

(2) Top-Down Inputs. If changes in national security or USMC doctrine results in the need to make changes to a unit's mission, this can trigger the need for a top-down mission-function-task analysis to determine how the doctrinal change is likely to affect the Total Force. Likewise, if a doctrinal mission statement changes, this will also have a top-down effect which should require a mission-function-task analysis.

(3) Bottom-Up Inputs. As aforementioned, commanders are highly encouraged to participate in doctrinal development when they notice structural changes due to evolving circumstances which have not yet been reflected doctrinally. Common examples are when new equipment is hastily fielded to units, but do not have the inherent manpower to utilize it or when missions change to reflect rapidly evolving battlefield conditions. A mission-function-task analysis at the operational unit level is conducted to validate changes observed in billet or equipment requirements.

d. Throughputs. The first step of any mission-function-task analysis is to align an organization's METL to tasks in the MCTL, identifying all tasks the organization must be able to perform to achieve mission success, see reference (v).

(1) Manpower and Equipment Mix. Once a complete list of tasks a unit is responsible for accomplishing has been developed, the next step is to populate the tasks with the sufficient number of billets and type of equipment needed to perform those tasks. The distribution of this workload is further broken down into day-to-day and contingency operations. Billets will be developed in accordance with references (n) and (o). The TAMCN is used to identify the equipment. Equipment requirements are distinguished as individual, organizational, or both.

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(2) Build the Organization. After the previous steps have been completed, a new or modified organization is framed which adequately reflects the requirements necessary to complete the unit's mission and the proper quantity and type of billets and equipment with which to do so.

e. Outputs

(1) Analytical Data. The output of a mission-function-task analysis process can inform various aspects of TFS process. Its immediate use is as data which is used in further analysis and debate during the structure reviews to prioritize competing requirements.

(2) Doctrinal Changes. If the mission-function-task analysis results are accepted and the resultant force structure changes and/or mission statement changes are deemed appropriate, the mission-function-task analysis initiates these doctrinal changes. The TFSMS is the integrating system which manages, records, and tracks these changes. These changes may include additions and/or revisions to the MOS manual, the T/O&E, units' mission statements, METs, and MCTs within the MCTL.

(3) Process Trigger. If the mission-function-task analysis results are accepted and all TF DOTMLPF&C pillar issues have been adjudicated, the results may be forwarded to the MROC for decision. Once changes are approved by the MROC (if required), signed by the CMC, and updated in TFSMS, the final output is a trigger to other vital USMC planning processes. The processes which are directly influenced by TFSMS are the HRDP, the Acquisition Process, CBA Process, and the Life Cycle Management Process.

6. Strategic Total Force Management Planning (STFMP)

a. General. STFMP is command level planning to be used in determining Total Force requirements to accomplish missions and tasks. Command level STFMP will enable commands with all Total Force Components (MEF and higher CE and SE Commands) to analyze the structure requirements based on mission requirements. During the planning, commands will use authorized manpower requirements identified in the T/O&E (current and future FY) in TFSMS and authorized personnel funding budgets for civilians identified in the Program Budget Development Database (PBDD). Reference (a1) shall be used in conjunction with the requirements of Command-Level STFMP as outlined in below.

b. Command Level STFMP.

(1) Command level STFMP is divided into six primary steps:

(a) Strategic Planning. Strategic planning is concerned with the development of prioritized Force Structure with measurable goals and objectives enabling the organization to accomplish its present and near future mission. New and additional mission requirements, as directed by higher authority, should be incorporated into the existing mission statement provided (if applicable) the equipment to fulfill requirement has been acquired and incorporated in the unit's T/E.

(b) Assess and Analyze Current Organizational Structure. The review and assessment of current structure requirements will include active, reserve, USN, civilian, and contractor requirements (Total Force). The assessment must include an analysis of existing force structure, MOS, series, grades, funding, end strength and FTE levels across the FYDP. If applicable, include contractors to be used to fill gaps for short periods of time. An assessment and determination of trends and impacts based on current and historical data should be considered. The approved tool to support commands in conducting a mission-function-task review is available on the DC CD&I (TFSD) website at <https://mccdc.portal.usmc.mil/ORG/CDD/RC/TFSDCIVILIAN%20REVIEW/FORMS/ALLITEMS.ASPX>.

(c) Assess and Analyze Future Organizational Structure. The unit's review and assessment of future structure requirements will include the Total Force. To develop a long range vision, future T/O&E must be assessed to discern approved program changes. Programmed changes can be viewed within TFSMS from the current year through the following 20 years. The long range vision should include changes in technology and how it can be leveraged, as well as identifying process improvements impacting future total force requirements.

(d) Gap Analysis. Gap Analysis involves the process of comparing the current and future organizational structure to identify gaps in existing structure and prioritize tasks as well as conditions and standards affecting changes in mission requirements.

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(e) Total Force Action Plan (TFAP). The TFAP is comprised of recommended changes to the Total Force of a given command (e.g.e.g. position management, workforce shaping, staffing, hiring, etc.) and for TOECRs based on roles, responsibilities and strategies. Validation and documentation will include a mission-function-task analysis of the Total Force requirement, based on the command's gap analysis. If T/O&E changes are required, a TOECR will be submitted in accordance with this order to mitigate identified gaps. Approved changes will become effective in the out-years (three years out) for military structure and in-year for changes to civilian structure dependent upon available funding.

(f) Execute and Monitor. Those actions dependent on the submission of a TOECR cannot be implemented until the TOECR is approved. Progress of the approved plan is monitored against an established timeline. The approved plan is frequently reviewed and adjusted as required.

(2) Implementation of command level STFMP is a Commander's responsibility. All other elements without a traditional command structure (e.g., HQMC DC, organizations with directors, or Officers-In-Charge) will conduct STFMP based on their leadership's direction. Executive use of this process will ensure all Total Force management and structure changes are made based on informed decision and justified by validating mission.

(3) When conducting command level STFMP, a billet-by-billet review by mission-function-task analysis is performed. All billets contained in the T/O&E must be considered during the review. Using a Total Force view allows commanders to accurately identify all functions/tasks being performed to eliminate redundancies and develop efficiencies.

(4) Risk Assessment

(a) Budgetary reality determines the need to prioritize and allocate the total number of personnel, as stated in end strength terms (not actual inventory), against T/O&E requirements resident in the TFSMS. This process, known as manning, is reflected within the ASR. The ASR is a reflection of how many Marine billets the USMC can afford to buy. Civilian manning is a function of the authorized civilian personnel funding reflected within the PBDD and the average cost per FTE.

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(b) Based on strategic direction and fiscal constraints identified during strategic planning, commands may determine specific functions or tasks which can no longer be performed. If the loss of a specific function or task impacts mission performance, commands are required to prepare a summary and impact statement to be forwarded up their chain of command for resolution.

(c) Summary and impact statements will accompany all TOECRs and include the following information:

1. Requirement, Mission, Function and/or task at risk.

2. Rationale for risk determination.

3. Impacts to capability to perform command's mission.

4. Recommendation for risk mitigation.

c. Command level STFMP Team requirements. Commanders and all other units without a traditional command structure shall establish STFMP Teams. The following are recommended members within the command team:

(1) Manpower/G-1 representative.

(2) Comptroller/Requirements Staff Officer (G-8) Representative.

(3) Human Resource Representative (for commands with civilian personnel).

(4) Labor Relations Specialist (for commands with civilian personnel covered by a union).

(5) Additional members and teams can be established as required by the command.

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d. Planning Outcomes. During the STFMP the command will:

(1) Identify and document data points for each billet, to include:

(a) BIC.

(b) Billet options.

1. Active.

2. Reserve.

3. USN.

4. Civilian Pay System (SES, GS, WG, AA, Acq/Demo).

5. Funding Source (Appropriated Funded, Non-appropriated-funded, Working Capital Funded, Reimbursable).

6. Contractor. Commands shall explore the option of funding a contractor through a private firm if the work to be performed is not inherently governmental).

7. MOS Structure Driven Changes. Front-End Analysis Reports can recommend changes to MOS structure based on analysis of empirical data which reveals invalid MOS structure, (e.g., not functioning per HRDP purposes). TECOM, TFSD, and Advocates will work together to make necessary adjustments.

(c) Associated mission/function.

(d) Associated mission/task.

(e) Grade/MOS.

(f) Other pertinent billet attributes.

(g) Security Clearance and Background Investigation Requirements.

(h) Priority/criticality of civilian billets will be categorized using the following priority/criticality definitions:

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1. High. A mission critical position directly aligned to goals/initiatives and vital to their achievement and future success. Position cannot be gapped and must be filled via internal measures with existing personnel (military or civilian) during on-going recruitment efforts.

2. Medium. A Non-mission critical position either directly or indirectly linked to objectives/initiatives. The majority of positions fall within this category. If vacant, position may be gapped during on-going recruitment efforts without adverse impact to mission accomplishment.

3. Low. A non-mission critical position indirectly linked to objectives/initiatives. If vacant, position may be gapped during on-going recruitment efforts or restructuring without adverse impact to mission accomplishment.

(i) List all contracts in support of the command's mission and identify function and task supported by the contract.

(2) Determine future organizational structure.

(a) Manpower requirements by fiscal year (FY) (current plus five years).

(b) Changes, additions, and deletions.

(c) Phased staffing plan. Identify when changes, additions, and deletions to specific dispositions will take place (e.g., FY, Quarter, etc.) Ensure TOECR process executed per this Order.

(3) Reflect funding requirements by FY (current plus four years).

(a) Authorized funding amount.

(b) Actual funding execution.

(c) Planned funding execution.

(4) TFAP. As a part of the STFMP, commands must develop a TFAP.

(a) TFAP identifies action step, time requirements, and lead responsible for executing the action. TFAP submissions

will be an annual requirement due to DC CD&I by 1 October of each FY. Commands are required to provide DC, CD&I (TFSD) with two points of contact per command. It is recommended that each command provide one military and one civilian point of contact for access to the SharePoint link to upload completed plans. The TFAP template, along with applicable enclosures, are located at the link provide in paragraph (d) below.

(b) TFAP lead offices are responsible for reporting progress on action to the STFMP lead.

(c) Each action must have measurable evaluation criteria to determine success.

(d) Commands using the Strategic Workforce Planning Toolbox per reference (a), a completed toolbox meets the TFSP requirement when accompanied by a cover letter. A mission-function-task tool was developed in support of conducting STFMP. The mission-function-task is the only authorized tool to be utilized to conduct STFMP. The mission-function-task tool feeds into the Strategic Workforce Planning command level workforce management tool. Modifications to the tool are not authorized and data from any other tool will not be accepted at this headquarters. The mission-function-task tool can be found at the following web address and within the folder it will be an excel document with a label stating "MFT":

<https://mccdc.portal.usmc.mil/org/cdd/RC/TFSDCivilian%20Review/Forms/AllItems.aspx?RootFolder=%2Forg%2Fcdd%2FRC%2FTFSDCivilian%20Review%2FSupporting%20Documents&FolderCTID=0x012000D85D927AA1DD9546B184BFA64A6F6064&View={D2390EE8-D405-496C-85A3-8EC3D23B3BC1}>

(5) Command level STFMP Process Cycle. Unit-level STFMP will be performed annually during the fourth quarter of the FY. If additional force structure requirements are validated and cannot be filled through the chain of command of senior commanders (Lieutenant General and above), command may submit an uncompensated request to the CURB, conducted by DC CD&I.

Chapter 4

Force Structure Reviews (FSRs)

1. General. Force structure is periodically reviewed at designated and named venues, appropriate to the nature of the particular review. The intent of a review is not to evaluate or account for the present force structure, but to consider changes to the USMC force structure based on evolving strategic, operational, tactical or fiscal environments. Structure reviews are typically conducted in a formal manner by the designation of a lead authority and support staff made up of appropriate USMC stakeholders. The following are reoccurring reviews: FSR, FOR, AR Structure Review, IMA Structure Review, Civilian Uncompensated Review, AAO Review, and T/E Review.

2. FSR

a. General. FSRs are typically strategic in nature and top-down initiated involving Service-level changes to end strength, number of units and overall USMC strategic capability.

b. Composition. As the TFSP0, DC CD&I is responsible for conducting all FSRs. FSRs are normally composed of appropriate Colonel level representatives of the Deputy Commandants and MARFORs, given the nature of proposed Service-level strategic changes. The FSR chairman will be designated in writing.

c. Format. Due to the strategic nature of FSRs, these reviews are driven by top-down guidance from the SECDEF, SECNAV and CMC. Proposed changes to force structure developed and planned by the force structure review group (FSRG), are war gamed, briefed, and approved by CMC. As CMC-directed initiatives, approved force structure plans do not adhere to standard staffing requirements. Prior to implementation of the approved force structure plan, it will be analyzed by the TF DOTMLPF&C WG to ensure integration across all pillars and appropriate creation/revision of unit mission statements as required. FSRs occur at the discretion of the CMC in response to anticipated changes in strategic or fiscal environments.

3. Force Optimization Review (FOR)

a. General. FORs are typically operational in nature and top-down initiated involving Service-level adjustments within existing end strength. FORs are conducted every two years or as directed by the CMC.

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b. Composition. As the TFSPO, DC CD&I is responsible for conducting all FORs. Force Optimization Review Groups (FORG) are normally composed of appropriate Colonel level representatives of the Deputy Commandants and MARFORs. The FORG chairman will be designated in writing.

c. Format. FOR is a review to ensure the current and future planned force is optimized to meet new and emerging USMC mission requirements. Proposed force structure optimizations are war gamed by the Colonel level FORG, briefed, and approved by CMC. CMC directed initiatives, as approved force structure plans, do not adhere to standard staffing requirements therefore they are analyzed by the TF DOTMLPF&C WG, prior to implementation of the approved force structure plan, to ensure integration across all pillars and appropriate creation/revisions to unit mission statements are completed.

4. AR Structure Review

a. General. A biennial review designed to validate and prioritize AR structure requirements ensuring it supports the current and future planned force.

b. Composition. As the TFSPO, DC CD&I is responsible for conducting all AR Structure reviews. The AR Structure Review is conducted by representatives of the Deputy Commandants, MARFORs, and is chaired by the DC CD&I (TFSD).

c. Function. The AR program structure review group will identify and prioritize specific AR requirements across the total force which will enhance USMC warfighting capability. This is accomplished by a RC properly manned, trained, equipped, and administered to ensure RC units and personnel are ready to be mobilized, activated, integrated and deployed as part of the total force as outlined in reference (e). To this end, the AR program structure review will strive to ensure AR structure is optimally positioned to accomplish the Full Time Support tasks outlined in references (a), (v), and (w).

5. IMA Structure Review

a. General. A biennial review to determine the future size and composition of the USMC IMA program while satisfying DoD and Service policy in reference (y).

b. Composition. As the TFSP, DC CD&I is responsible for conducting all IMA Structure Reviews. The IMA review is conducted by representatives of the Deputy Commandants, MARFORS, and is chaired by the DC CD&I (TFSD).

c. Function. The intent of the IMA structure review is to ensure IMA requirements are in a position to provide the USMC with an IMA Program which is responsive, sustainable source of contingent individual manpower readily available to source emergent requirements from the Operating Forces and SE. The IMA program is organized, administered and resourced to enhance USMC warfighting capability. This is accomplished by an IMA program properly structured, manned, trained, administered and supported ensuring IMA personnel are ready to be mobilized, activated, integrated and possibly deployed as part of the Total Force as outlined in reference (y).

6. Civilian Uncompensated Review Board (CURB)

a. General. The CURB will provide senior leadership and commanders with a venue to address emerging civilian manpower requirements at both the enterprise and command levels as a result of mission changes. The CURB will address enduring civilian manpower requirements. The CURB will convene annually prior to POM cycle Program Reviews and incorporate new uncompensated CIVPERS requirements into the formal POM process. CURB scheduling will be synchronized with the TFSP and the PPBE process.

b. Composition. The CURB membership will consist of Colonel/GS-15 representatives from the following Departments and commands: DC CD&I (Chair), DMCS, DC AVN, DC CD&I (Representative), DC I&L, DC MR&A, DC PP&O, DC P&R, MARFORCOM, MARFORPAC, MARFORRES, CMC's Counsel, DIR C4, MCRC, Director Intelligence, TECOM, MARCORSYSCOM, MARCORLOGCOM and MCICOM. The following members of the CURB will be voting members: DMCS, DC CD&I, DC I&L, DC M&RA, DC P&R, MARFORCOM, TECOM and MARCORSYSCOM.

c. Command and Organizational Responsibilities. The CURB is the last option a commander should use to fulfill their

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requirement. The following are required prior to submitting a request for uncompensated civilian structure:

(1) Define the requirement in terms of the mission change received to generate the need for additional civilian manpower. Additionally, provide the source and authority which delegated the new mission to the unit.

(2) Conduct STFMP as outlined previously in Chapter 3 of this order. Resultant analysis must be provided to support the requests.

(3) Determine if the position is inherently governmental or a commercial activity. Inherently governmental billet requirements must be filled by a service member or civil servant. Commands may explore the option of funding a contractor to meet emerging requirements, not inherently governmental.

(4) Determine if the billet or billets are enduring requirements.

(5) Describe billet options considered before submitting the request (e.g., military billet, civilian billet, temporary/term/internal realignment, or contractor). Commands will consider the option of meeting the requirement by a reimbursable means paid for by an organization outside of the USMC.

(6) Requests will be submitted to DC CD&I (TFSD). DC CD&I is the decision authority for all civilian uncompensated requests. The request must contain the following submission requirements for CURB review:

(a) Endorsement. Requests must be endorsed at all levels of command with a statement as to why the requirement cannot be filled at their level of command. Statements shall include a Lieutenant General endorsement.

(b) Commander's detailed statement outlining why the request could not be compensated internally.

(c) Commander's detailed statement outlining why the enterprise should provide compensation for their requirement.

(d) Change in mission. Request will contain a proposed mission statement change and mission-function-task

analysis in supporting documentation. Commands will identify the number of billets, FTE and funding required with fully classified position description (classification advisory provided by the local HRO).

(e) A detailed risk assessment describing the risk by mission (accomplishment of task and associated purpose), funding (resources ranging from minimum requirements for minimum level of performance to total resources for a high level of mission performance), time (defined in terms of time to accomplish at various levels of resource availability) and impact (work not accomplished) if not filled.

(f) A brief developed to fully describe the details outlined above. As required, the brief will be presented by a submitting command representative to the CURB members via the TF DOTMLPF&C WG.

(g) When the new requirement has been directed by either the CMC or ACMC, the gaining command will provide the required analysis defining the new civilian billet requirements.

d. CURB Process and Responsibilities. Submitted requests will be reviewed by DC CD&I (TFSD) for accuracy/requirements. Requests will not be processed until all discrepancies or requirements are addressed. DC CD&I will staff requests to DC M&RA and DC P&R for analysis prior to consideration by the CURB. DC CD&I will adjudicate any identified issues with the submitting command or return the request. As required, the request will be submitted to the CURB members for TF DOTMLPF&C pillar analysis.

(1) The CURB will consider the originating unit/agency submission and analysis in deliberation (e.g., command brief, mission changes, STFMP analysis, timeline and required duration). Civilian personnel requirements will be evaluated relative to each other and other USMC resourcing priorities.

(2) The CURB will produce a validated, prioritized and costed list of civilian personnel billets "approved to compete" in the POM process. Uncompensated civilian requirements will be profiled and prioritized by year and translated into dollar amounts and FTEs. Unless senior leadership decides during POM guidance development to increase FTEs, civilian requirements will compete during POM development with a "Zero Sum" mandate.

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(3) The priority of new uncompensated structure requests will be discussed during the POM-cycle FEA to develop POM guidance. The CURB will provide input to P&R prior to the POM development kick-off brief to the MROC where Initial Programming Guidance "IPG" is approved and the convening of the Program evaluation Boards "PEBs".

(4) The CURB will convene "as needed" for off-cycle, time-sensitive requirements.

(5) When directed, the CURB will provide enterprise recommendation for civilian reductions. Prior to convening, DC CD&I will provide written instruction to the CURB outlining CMC priorities and other guidance pertinent to deliberations at the enterprise level. The CURB will consider meeting reductions through fair-share assessment across the enterprise. Organizational reduction requirements will be proportional and/or scale based on workload/mission changes. Commands identified for reduction will be afforded the opportunity to provide risk assessments as an addendum to the MROC brief.

(6) Civilian personnel funding authorization/targets are provided by DC P&R via the PBDD. Commands are required to perform proper management of their funds. Commands will not exceed their manage to payroll funding targets by more than 2% of their annual target, and must ensure that they can pay for any over-execution of civilian pay with other Operations and Maintenance (O&M) funds in accordance with reference (ax). In addition, Commands will not necessarily be granted credit for over-execution in new annual civilian payroll budget plans.

7. AAO Review

a. General. AAO reviews are a part of the normal battle-rhythm of the CIO for a given TAMCN as part of its lifecycle management. From time to time complete enterprise-wide reviews may be required as a result of environmental, strategic, and/or fiscal inputs to the TFSP (e.g., CMC directed FSRG, FORG, Lighten the MAGTF, Ground Combat Tactical Vehicle Study, Baseline MEB, etc.).

b. Composition. Enterprise wide AAO reviews will be led by DC CD&I, chaired by Dir, Capabilities Development Directorate, and executed by CIOs (with support from the Advocates).

c. Function. The intent of the AAO review is to verify/update concepts of employment and distribution plans

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based on the maturity/age of the TAMCN with respect to lifecycle management and applicability as a force structure solution.

8. Table of Equipment (T/E) Review

a. General. T/E reviews are generally a bottom-up refinement, where input is provided by Advocates and commanders regarding the applicability of unit-level T/Es based on lessons learned, operational experience, equipment performance, and/or changes to the operating environment. Any changes proposed to unit-level T/Es impact the AAO at the enterprise level and must consider lifecycle management and the future planned replacements/capabilities.

b. Composition. Led by DC CD&I and chaired by Dir, Capabilities Development Directorate, CIOs (with support from the Advocates), and commanders validate the T/E for a given unit by type/mirror group.

c. Frequency. T/E reviews are convened as required by strategic, fiscal and doctrinal changes expected to impact the Total Force.

Chapter 5

Doctrine, Organization, Training/Education, Materiel, Leadership/Communication Synchronization, Personnel, Facilities, and Cost (DOTMLPF&C) Process

1. General

a. Process. The TF DOTMLPF&C WG process is a systematic approach to analyze the feasibility of materiel and non-materiel solutions for all program development across the entire USMC enterprise.

b. Purpose. The purpose for conducting a TF DOTMLPF&C WG analysis is to examine and ensure the supportability of any new materiel or non-materiel program affecting force structure in the USMC and to provide oversight of these initiatives to full implementation. A TF DOTMLPF&C WG analysis is necessary to identify and address interconnected force structure issues early in the approval process and throughout implementation. Failure to address any one issue across the pillars typically leads to significant problems in implementing a solution to an identified capability gap.

(1) All new initiatives or programs which impact, or have the potential to impact, force structure (equipment, Marine, civilian, USN billets and under certain circumstances, contractor requirements) shall be analyzed using the TF DOTMLPF&C process prior to presentation to the MROC for decision.

(a) Program Objectives Memorandum CBA Solutions will be presented to the TF DOTMLPF&C WG to ensure integration across the enterprise prior to solutions being codified in the respective MCEIP.

(b) Programs requiring Manpower Estimates and/or MPTPs having force structure and other Enterprise wide impacts may be required to be briefed to the TF DOTMLPF&C WG when determined by the Chair.

(2) All directed initiatives (Aviation Plan, FSRG, FORG, Quadrennial Defense Review, etc.) shall be analyzed using the TF DOTMLPF&C process prior to implementation.

2. Methodology

a. Total Force DOTMLPF&C WG Chair. The chair of DC CD&I's TF DOTMLPF&C WG is DC CD&I (TFSD). The Chair is responsible for the conduct of the TF DOTMLPF&C WG, the completion of all TF DOTMLPF&C WG initiative assessments, and as required, the forwarding of TF DOTMLPF&C WG assessment results to the MROC for decision.

b. Pillar Representatives. Pillar reps are responsible for conducting a supportability analysis for their respective pillars, identifying any implementation impacts. Additionally, Pillar reps are to oversee the implementation of all initiatives found to be supportable up to completion. A primary WG member (Colonel/GS-15) with authority to speak for the command regarding all matters pertaining to the pillar, along with all matters under the commands purview as an advocate as defined in reference (e), shall be identified. One additional supporting WG member and/or action officer (Lieutenant Colonel/GS-14) may be assigned. The TF DOTMLPF&C Pillar Reps are:

(1) Doctrine. DC CD&I, Capabilities Development Directorate (CDD).

(2) Organization. DC CD&I (TFSD) (primary) and Advocates (supporting).

(3) Training & Education. CG TECOM.

(4) Materiel. MARCORLOGCOM(primary), MARCORSYSCOM/PEO LS, DC I&L (LPC/LPS) and DC CD&I, CDD (supporting).

(5) Leadership & Communication Synchronization. Office of Legislative Affairs (OLA) (primary) and Director Office of USMC Communication (supporting).

(6) Personnel. DC M&RA (MP).

(7) Facilities. DC I&L (LF).

(8) Cost. DC P&R (PA&E).

c. Advocates/Other Stakeholders. Advocates and Stakeholders, for the below listed commands which are not listed above as pillar reps, shall also provide a primary WG member (Colonel/GS-15) with authority to speak for the command regarding all matters pertaining matters under the commands

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purview as an advocate as defined in reference (e). One additional supporting WG member and/or action officers (Lieutenant Colonel/GS-14) may be assigned. The TF DOTMLPF&C WG Advocates and Stakeholders are:

- (1) DC AVN.
- (2) DC PP&O.
- (3) Dir C4
- (4) DirInt.
- (5) CG MCRC.
- (6) Staff Judge Advocate to the CMC.
- (7) MCICOM.
- (8) MARFORCOM.
- (9) MARFORPAC.
- (10) MARFORRES.
- (11) Marine Forces Cyber.
- (12) Marine Forces Special Operation Command.
- (13) Director Expeditionary Energy Office.

3. Conduct of the WG

a. General. The WG meetings are held semi-monthly with a MARFOR/MEF video teleconference (VTC) following the first meeting of the month. The meeting schedule and frequency may be altered for large force structure planning initiatives (FSRG, FORG, etc.). Agendas will include the presentation of new initiatives for TF DOTMLPF&C WG assessment, the review and adjudication of assessments from previously submitted initiatives, and related issues as determined by the TF DOTMLPF&C WG Chair.

b. Purpose

(1) Total Force DOTMLPF&C WG. The purpose of the WG is to provide a venue to promote analysis and implementation oversight of force structure initiatives.

(2) Total Force DOTMLPF&C VTC. The VTC facilitates coordination and implementation of force structure initiatives and maintain top-down situational awareness and status of each initiative. The VTC is a venue for the operating forces to interface with HQMC, provide bottom-up refinement, brief pending Plan of Action and Milestones (POA&M) actions (30-60-90 days) and address any implementation issues arising from directed actions.

(a) The Total Force Executive Summary is briefed during the VTC and provides WG members and MEFs a common operational picture of initiatives impacting the Total Force. It contains the graphic depictions of the statuses of all prior, in-year and pending (upcoming FY) initiatives. The Executive Summary identifies delinquent products, pending milestones, and/or information required for implementation.

(b) The Executive Summaries are updated and reviewed monthly or as directed by the TF DOTMLPF&C WG Chair. The review will be conducted via VTC immediately following the second WG meeting of each month. Advocates, Pillar Representatives, and MARFORs shall provide input to the Executive Summary via the appropriate DC CD&I (TFSD) MAGTF branch. Marine Forces are responsible for briefing their initiative POA&Ms, pending actions (30-60-90 days out) and for identifying any conflicts or issues during execution in accordance with the tasks set forth in the MCBul 5400.

c. Initiative Submissions. Advocates/Initiative sponsors are encouraged to contact the TF DOTMLPF&C WG Secretariat at any time for general questions regarding process and policy. The following information provides guidance pertaining to scheduling a fully analyzed, well-coordinated initiative for presentation to the TF DOTMLPF&C WG. Each TF DOTMLPF&C pillar must be thoroughly analyzed by the Advocate/initiative sponsor, prior to presentation to the WG for review and assessment. Initiative sponsors shall review the MCEIP and identify or validate which gap listed on the MCEIP their initiative is linked to. Open and frequent communication with the respective DC CD&I (TFSD) MAGTF Branch on all initiatives prior to scheduling through final assessment publication is required. The TF DOTMLPF&C WG validates the analysis, identifies gaps, if any, makes any additional recommendations, and determines whether the

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initiative is supportable or non-supportable and what impacts there are, if any. Submission requirements are as follows:

(1) All initiatives going before the MROC require a TF DOTMLPF&C WG review and final assessment.

(2) All initiatives presented to the WG for assessment require compensation. No initiatives containing uncompensated structure will be accepted.

(3) Initiative Sponsors/Advocates should contact the TF DOTMLPF&C WG Secretariat via email for schedule availability. Include with the request:

(a) Short description of the proposed initiative.

(b) Initial draft brief.

(c) Requested brief date and length of time required.

(d) Any deadlines which may impact scheduling priority.

(4) Once the draft brief has been reviewed by DC CD&I (TFSD), recommended changes and a date has been tentatively scheduled, agenda confirmation requires:

(a) A Lieutenant General endorsement of the initiative (standard Naval letter format signed by the Advocate/initiative sponsor).

(b) Final draft brief.

(c) The initiative will not be confirmed for the agenda until both the brief and endorsement have been received by the TF DOTMLPF&C WG Secretariat.

(d) The deadline for receipt of the draft brief is the Monday, two weeks prior to the WG meeting for read ahead posting and final review by DC CD&I (TFSD).

(e) Format and details for initiative briefs may be found on the DC CD&I (TFSD) website:
<https://mccdc.portal.usmc.mil/org/optiptwg/DOTMLPF/SitePages/Home.aspx>.

4. Requests for Information Process

a. The final brief and request for information (RFI) database will be made available on the TF DOTMLPF&C WG SharePoint site two weeks prior to the WG meeting. This action initiates the RFI process and assessment phase. It is the responsibility of the WG members, rather than initiative briefers, to ensure RFI are adequately answered. All WG members and participants are encouraged to review the brief and begin their assessments at this time.

b. Once the initiative has been presented to the WG, all members and participants will be required to register their RFIs at the SharePoint site, make direct contact with the Initiative Sponsor if necessary, and monitor the RFI database for responses to their RFIs.

c. All WG members and participants will respond to an official tasker via the USMC Action Tracking System (MCATS) by the date provided in the task (typically three weeks later) with a final assessment of the initiative.

d. Draft final assessments for most initiatives will be reviewed approximately four to five weeks after presentation to the WG. Initiatives are found to be "supportable" or "non-supportable" and each may have impacts in one or more TF DOTMLPF&C pillars.

(1) Supportable. All WG members and participants concur with the initiative. Initiatives may be found supportable as briefed or may be conditional, requiring specific actions prior to initiative implementation.

(2) Non-supportable. Initiatives found to be non-supportable for impacts which can be mitigated, may require an updated brief or a series of In Progress Reviews to resolve issues. Final assessments for initiatives falling into this category are processed on a case-by-case basis, formally or informally, depending on the situation.

e. Upon concurrence from WG members, assessments are finalized: signed, posted to SharePoint, and forwarded to Advocates/Initiative Sponsors.

f. For initiatives requiring MROC action, final assessments are forwarded to the MROC Secretariat with an endorsement cover letter signed by the TF DOTMLPF&C WG Chair.

5. DOTMLPF&C Analysis Considerations

a. Doctrine. The Doctrine pillar examines the concepts, principles, tactics, techniques, practices, and procedures which are essential in organizing, training, equipping and employing operational, tactical, and supporting units. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

- (1) Determine if doctrine exists for the proposed capability.
- (2) Determine if existing doctrine is current.
- (3) Determine if current or proposed doctrine is synchronized with Joint Doctrine and review Coalition Doctrine.
- (4) Identify doctrinal gaps.
- (5) Identify operating procedures in place NOT being followed which may be contributing to the identified need.
- (6) Review POA&M for all required doctrinal changes.
- (7) Identify any doctrine or policy issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.
- (8) Provide all doctrinal status reports monthly, or as required.

b. Organization. The Organization pillar examines all considerations of the TFSP detailed in this order. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

- (1) Determine Operation Plan impacts.
- (2) Develop Mission Statements/conduct Mission-Function-Task Analysis in consultation with applicable advocate.
- (3) Review T/O&E and its implementation into TFSMS.
- (4) Determine impacts to the Total Force to include USN, Civilian, Contractor, Joint/External, Reserve, Site Support, and "mirror-imaging" requirements.

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(5) Coordinate development of MCBul 5400 subsequent to analysis/decision.

(6) Determine Initial Operational Capability (IOC)/Full Operational Capability (FOC) dates.

(7) Determine command relationships.

(8) Validate recommended compensation if required. Additionally, validation of funding is required for adding civilian billets.

(9) Determine requirements to reconstitute capabilities removed from the Operating Forces.

(10) Determine additional maintenance/support requirements.

(11) Determine new unit names/locations as required.

(12) Determine the MPL assignments and unit precedence impacts.

(13) Determine type of support required both internal and external to the command (e.g. MOA, MOU, etc.).

(14) Develop POA&Ms for all required organizational actions.

(15) Identify organizational issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.

(16) Determine Site Support/Inspector and Instructor impacts.

(17) Provide all organizational status reports monthly, or as required.

c. Training/Education. The Training and Education pillar examines all basic to advanced training, professional education and the various types of unit training. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

(1) Assess current training quality, accessibility, and affordability.

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- (2) Determine all new manpower training requirements.
- (3) Assess training throughput.
- (4) Determine school seat requirements.
- (5) Determine instructor requirements, both USMC and external.
- (6) Develop T&R manuals and standard operating procedures.
- (7) Determine inter-Service training requirements and agreements.
- (8) Determine mobile training team/new equipment training team requirements.
- (9) Determine MOS Manual impacts.
- (10) Determine MOS related qualification requirements.
- (11) Determine incidental certification requirements.
- (12) Determine formal school requirements.
- (13) Develop POA&M for all required training impacts.
- (14) Identify any training issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.
- (15) Provide all training status reports monthly, or as required.
- (16) Identify costs of training, (e.g., training/transients).

d. Materiel. The materiel pillar examines all the necessary equipment and systems (including ships, tanks, self-propelled weapons, aircraft, etc., and related spares, repair parts, and support equipment, but excluding real property, garrison property, garrison mobile equipment, installations, and utilities) which are needed by our forces to fight and operate effectively without distinction to its application for administration or combat purposes. This pillar applies to

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either "Materiel" (new materiel capability) or "materiel" (existing materiel capability). The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

- (1) Determine sourcing plan for equipment.
- (2) Determine cost and development of appropriate budget submissions.
- (3) Prioritize sourcing with other sourcing efforts (FSR/FOR initiatives, UUNS, EDLs).
- (4) Develop procurement plans/estimates of supportability (timeline).
- (5) Develop new equipment fielding plans.
- (6) Develop redistribution plans.
- (7) Determine AAO impacts.
- (8) Determine intermediate level impacts.
- (9) Determine new combat development issues.
- (10) Determine impacts on maintenance/readiness.
- (11) Determine equipment life cycle issues.
- (12) Determine impact on classes of supply.
- (13) Determine Energy Key Performance Parameters and Energy Key System Attributes impacts related to new and existing requirements.
- (14) Develop readiness reporting assessments.
- (15) Develop POA&M for all materiel actions required.
- (16) Provide monthly status reports for all actions.
- (17) Identify all USMC funding requirements broken out by appropriation by year to DC P&R.

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(18) Identify Materiel/material issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.

(19) Provide all Materiel/material status reports monthly, or as required.

e. Leadership and Communication Synchronization. The Leadership and Communication Synchronization pillar fundamentally differs from the JCIDS pillar process. The TFSP pillar examines the necessary communication required to inform both our military and civilian leadership, internal and external of force structure changes and implications. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

(1) Determine communication impacts.

(2) Develop communication plans.

(3) Develop POA&Ms for all required leadership and communication synchronization actions.

(4) Identify leadership and communication synchronization issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.

(5) Provide all leadership and communication synchronization status reports monthly, or as required.

(6) Provide analysis/estimate of Congressional interest.

f. Personnel. The Personnel pillar examines and ensures the availability of qualified Marines and civilians for peacetime, wartime, and various contingency operations. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

(1) Determine whether the right personnel are in the right positions (MOS/Grade).

(2) Determine Operational Tempo/Personnel Tempo impacts.

(3) Determine accessions numbers.

- (4) Develop staffing plan to achieve IOC/FOC requirements.
- (5) Determine recruiting impact.
- (6) Determine Total Force impacts (to include: reserve, civilian, contractors).
- (7) Determine command screening issues.
- (8) Determine senior enlisted (Master Sergeant/First Sergeant and Master Gunnery Sergeant/Sergeant Major) screening issues.
- (9) Identify MOS assignment and conversion policy issues.
- (10) Assist (Organizational pillar) with the identification of maintenance and support MOSs.
- (11) Generate grade shaping assessments.
- (12) Determine Service Record/Lateral Move impacts.
- (13) Determine Armed Services Vocational Aptitude Battery/General Classification Test needs impacts.
- (14) Identify P2T2 impacts.
- (15) Determine legislative constraint impacts.
- (16) Develop readiness reporting assessments.
- (17) Determine civilian impacts.
- (18) Identify all personnel requirements above and below current programmed manpower strength plans contributed to P&R for the initiative in order for military personnel delta to be developed and broken out by appropriation by FY to P&R.
- (19) Develop POA&Ms for all required personnel actions.
- (20) Identify personnel issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.

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(21) Provide all personnel status reports monthly, or as required.

(22) Identify labor obligations which affect implementation of changes in the seven other TF DOTMLPF&C pillar areas and ensure labor obligations are included in the POA&M.

g. Facilities. The facilities pillar examines all military real property, installations, and industrial facilities which support our forces. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

(1) Conduct facilities assessments.

(2) Determine military construction impacts and timeframe.

(3) Determine environmental impacts National Environmental Policy Act (NEPA) requirements.

(4) Determine building conversion impacts.

(5) Determine (with assistance from Training) all training/schoolhouse/billeting impacts.

(6) Determine base/facilities support impacts.

(7) Determine Reserve Training Center impacts.

(8) Develop an integrated facilities plan which will meet IOC/FOC projected dates.

(9) Develop facilities addendum to Service letter of agreement between USMC & others (if any).

(10) Identify all facilities requirements broken out by appropriation by FY to DC P&R.

(11) Develop POA&Ms for all required facilities actions.

(12) Identify facilities issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.

(13) Provide all facilities status reports monthly, or as required.

h. Cost. The pillar lead must ensure the analysis, pertaining to the pillar, includes but is not limited to the following:

(1) Evaluate the total costs provided by the pillar representatives.

(2) Determine overall cost of implementation across the pillars.

(3) Determine affordability.

(4) Develop POA&Ms for all required cost actions.

(5) Identify cost issues which may prevent effective implementation of changes in the seven other TF DOTMLPF&C pillar areas.

(6) Determine where funding will come from.

(7) Provide all cost status reports monthly, or as required.

i. Additional Considerations. Initiative sponsors, pillar leads, and supporting analysts should consider the following common considerations while performing their analysis:

(1) Identify second and third order effects. Current/valid mission statements for units affected by various initiatives promote detailed and accurate analysis and will prevent unintended consequences to the Total Force.

(2) Utilization of unrealistic timelines. Manpower, procurement and military construction timelines are all measured in years. All implementation plans should reflect a realistic time expectation.

(3) Assessments should identify risk and provide risk mitigation strategies if the planned best case scenario is not achievable. Analysis should assume a continuation of current austere/zero-sum gain conditions.

(4) To ensure consistency throughout the assessment process, all data sources should be identified and baselines established early across all pillars. TFSMS is the authoritative database for all Force Structure requirements.

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(5) Cross coordination early and often among DOTMLPF&C Pillars and with initiative sponsors is critical for initiative development and success.

6. Quarterly Situation Report

a. Purpose. To inform CMC and APMC on the status of current and developmental TF DOTMLPF&C WG initiatives.

b. Procedures. Input to the TF DOTMLPF&C WG Quarterly Situation Report is required from all Advocates, pillar reps, and WG participants. The draft TF DOTMLPF&C WG Quarterly Situation Report will be prepared by the TF DOTMLPF&C WG Secretariat and staffed via MCATS for Advocate, pillar rep, and MARFOR Colonel/GS-15 level comment. Pillar representatives shall ensure GO level familiarity with situation report comments.

Chapter 6

Organizational Change Process

1. General. The Organizational Change process is constituted by the publication of a MCBul 5400 and the execution and oversight of those tasks directed by the bulletin. A MCBul 5400 is required whenever modifications or changes to USMC force structure result in a change to organizational title, capability, mission, geographic location or COE. Current MCBul 5400 templates for all unit actions are available on the DC CD&I (TFSD) website at:
<https://mccdc.portal.usmc.mil/org/cdd/RC/TFSD/Forms/5400%20TEMPLATES.aspx>.

a. Purpose. To provide guidance and procedures for the activation, deactivation, reorganization, relocation or re-designation of operating force, HQMC & supporting activities and SE units within the USMC. 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. Organizational change actions initiated by the MCBul 5400 are as follows:

(1) Activation. For all force-types, DC CD&I (TFSD) has been designated the authority for official organization titles and naming conventions.

(a) Unit activations involve the creation of a UIC with the associated responsibilities, authorities to act as a command (see Chapter 2). Activations will include the establishment of structure (billets and equipment) to provide additional capacity and/or capability for the Total Force.

(b) UICs may be created for units with no associated command responsibilities or authorities for administrative or site-lining purposes. Creation of these UICs will not require MCBul 5400 and are solely established by DC CD&I (TFSD) through the standard TOECR process. In addition various blocks of UICs have been designated by DC CD&I (TFSD) for use by HQMC entities for the facilitation of their process and function (e.g., M85, M94 blocks for MARCORLOGCOM, M98 Reserve Officer Training Corps, M99 blocks for task organizations, MM for Baseline MEB planning purposes, etc.)

(2) Deactivation. Unit deactivations involve the deletion of a UIC with command authority. Deletion involves elimination of associated structure to include:

(a) Billets.

(b) Equipment.

(c) UIC and all granted authorities, associations, and assigned accounts.

(d) Transfer of official name, colors, insignia, and other regalia to the USMC historical record.

(e) In some situations billets and equipment can be realigned to other existing UICs instead of being eliminated.

(3) Re-designation. An official title change or change to unit association (e.g. reporting chain/inclusion under roll-up UIC). All official name changes must be approved by CMC.

(4) Relocation. A change in geographic location or physical address for a given UIC (having command authority).

(5) Reorganization. A revision to a T/O for a given UIC (having command authority) in excess of thirty (30) pieces of structure in support of a change in function, METL, or CONOPS /COE.

b. Authority. The authority of the CMC comes from the statutory and regulatory reassignment and delegation of authority vested in the SECNAV. The CMC is directly responsible for the administration, discipline, internal organization, training, requirement, efficiency and readiness of the USMC. DC CD&I, as the TFSP0 tasked TFSD with the sole responsibility and authority for the publication of MCBul 5400. The drafting of MBCUL 5400 is prohibited for all other agencies.

2. Process. Unit-level organizational changes will be submitted at least eighteen months prior to the desired implementation via the following Organizational Change (MCBul 5400) process. Requests inside of the 18-month threshold must be fully justified and pre-coordinated prior to submission.

a. Organizational Change Request Package. Advocates, MARFOR commanders, and base or station commanders via appropriate chain of command will submit requests to DC CD&I

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(TFSD) for all activation (establishment), deactivation (disestablishment), relocation, reorganization, and redesignation initiatives. Requests will include at minimum:

(1) Lieutenant General-level endorsement.

(2) Organizational Change Request. This is a worksheet identifying the desired actions as well as ancillary requirements needed when effecting an organizational change (e.g., requested implementation dates, command relationships, command authority, authority to obligate funds, etc.). This format can be found at <https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/WELCOME/REFERENCES>.

(3) Complete desired T/O (to include billet attributes) and Equipment, (as required).

(4) Facts and Justification (F&J) Letter. All organizational change requests shall have a F&J letter prepared and forwarded. The F&J letter has several purposes; this document provides the means for requesting approval from the SECNAV, notifying lawmakers of impending actions, and is used in drafting the MCBul 5400. An example of an F&J letter is provided in Appendix (C)

(a) National Environmental Policy Act. Requests must comply with the requirements of the NEPA (1969) and other applicable federal, state, and local statutes and regulations. National Environmental Policy Act documents required for executing the force structure action are the responsibility of the requesting authority and will accompany the F&J.

(b) Civilian Impact. Requesting authorities will conduct analysis of impacts to civilian personnel collocated on the same base/station/activity as the effected unit/s.

(5) Revised mission statement for DC CD&I signature. For mission statement development/staffing see Chapter 3 of this order.

(6) Congressional, SECNAV, and/or HNNs (as required).

(a) Congressional Notification. The general actions which require Congressional notification include Base Closures Actions, realignment of activities and significant personnel

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actions. Per reference (aa) circumstances requiring Congressional Notification are as follows:

1. Establishment, closure of, or reduction at bases/stations/activities resulting in the gain or losses of 50 or more civilian personnel or 10% of the civilian work force, whichever is less, from Government employment and/or reassignment of 200 or more military personnel.

2. Reduction in contract operations or employment involving 100 or more people.

3. Deactivation of any aviation squadron.

4. Reduction or transfer involving 100 or more civilian employees in a Government-owned, contract-operated plant or activity.

(b) Host Nation Notification (HNN). Force structure actions affecting units residing in areas outside of the United States requires DC PP&O, in coordination with DC CD&I, to initiate the HNN process in accordance with reference (m) of this Order. The HNN message release authority will reside with DC PP&O. The HNN process must occur prior to the publication of the MCBul 5400. DC PP&O (POC and PL), in coordination with DC CD&I, will draft the HNN messages for units located outside the continental United States for release by DC PP&O to the State Department. It is the responsibility of DC PP&O to notify foreign governments of force structure changes or their impacts. No other commands will convey this information to the HN.

(c) SECNAV Notification. The activation, deactivation or significant modification of SE (shore) activities requires SECNAV approval per reference (ab). In those actions affecting bases or stations, DC CD&I will not release force structure 5400 bulletins until SECNAV approval is received, and, if required, the OLA congressional notification is complete. Regarding actions affecting USMC operational units, bulletins will not be released until OLA confirms Congressional notification has been completed.

(d) Office of Legislative Affairs clears any release of information outside the USMC concerning the identification of specific units or geographical locations affected by force structure changes prior to official release of appropriate implementation instructions.

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b. DOTMLPF&C Analysis. Organizational change requests require briefing to/analysis by the TF DOTMLPF&C WG. The TF DOTMLPF&C WG is charged with determining the suitability, feasibility, and supportability of all proposed organizational change requests. Further guidance is contained in Chapter 5 of this order.

c. Staffing. DC CD&I (TFSD) will staff the draft MCBul 5400 and accompanying Organizational Change Request Package (e.g. F&J, NEPA, T/O&E, etc.) to all HQMC staff agencies and MARFORS for input via MCATS (https://hqmcats.hqmc.usmc.mil/frm_login.aspx). This staff action informs HQMC staff and MARFORS of pending initiative, required action, or coordination. Congressional Notification Letters for approved organizational change requests will be staffed in conjunction with F&J Letters for Dir, Capabilities Development Directorate signature. These documents will be forwarded to OLA as required. When staffing is completed, DC CD&I (TFSD) will coordinate with OLA for required action/notification. OLA will forward Congressional notification of structure actions to SECNAV for consideration to SECDEF, CJCS, and members of Congress prior to public release of information.

3. Considerations

a. FY of Execution. All unit-level force structure actions will be programmed in TFSMS to be effective the first day of a FY (1 October). Force structure action (e.g. unit activation, deactivation, etc.) execution dates will be determined by the MARFOR, base, or station commander and shall take place no later than the last day of the first quarter of the FY of the programmed action. This provides the commander the opportunity to schedule the execution around operational commitments, training, and availability of facilities.

b. Reorganization Considerations. Reorganizations within the SE must maintain a construct compliant with the organizational hierarchy represented in reference (r) or their other like units. Operating force units shall be mirrored to the greatest extent possible.

c. Reserve Considerations. SELRES Unit structure is included in the Operating Forces with the mission of augmenting and/or reinforcing the AC. The ability of the unit to meet the SELRES's mission of augmenting and/or reinforcing the AC and recruiting and retention factors based on geographical location

must be taken into account. When demographics or operational/support requirements preclude a reserve unit to be single-sited (e.g., recruited from/drilling in a single geographic region) the unit may be geographically dispersed into several mapped sub units with individual UICs. Organization changes which impact mapped subunits require MCBul 5400.

4. Plan of Action & Milestones (POA&M)

a. In response to the MCBul 5400 published by DC CD&I (TFSD), the subject MARFOR or command (MCICOM, MARCORSYSCOM, etc.) will provide a POA&M for accomplishing all tasks assigned.

b. POA&M will be published via Genser message within 30 days of MCBul publication.

c. POA&M will be forwarded to HQMC DC CD&I (TFSD), Advocates/Function Process Owners and MARFORCOM, as the force provider).

d. Updates will be provided every 30 days via Genser message and briefed by the MARFOR until all tasks in the MCBul/POA&M are complete. The TF DOTMLPF&C monthly VTC (See Chapter 5) is the established venue for POA&M deconfliction.

e. Upon completion of all actions the commander will notify HQMC, all DC's, and appropriate agencies (to include TFSD) via Genser message (FOC, deactivation, realignment, relocation, etc.) in accordance with timelines established by the appropriate MCBul 5400.

Chapter 7

Approved Acquisition Objective (AAO) Process

1. General. This chapter explains the process by which AAOs are determined for the procurement of new equipment and reviewed, revalidated and adjusted in the case of rebuilds/service life extensions of existing equipment. Within the USMC, the AAO is the quantity of an item authorized for peacetime and wartime requirements to equip and sustain the USMC per current DoD policies and plans. When a new materiel solution (new equipment, a change to the distribution or modification of existing equipment) is determined to be the best option for mitigating/eliminating a capability gap, the AAO process is the method by which a new materiel solution becomes part of USMC TFS. DC CD&I is the AAO process owner and is responsible for all executive oversight functions. Deriving the AAO is a key factor in addressing materiel affordability. AAOs must satisfy mission requirements, be based on a COE, meet the capability defined in the JCIDS documents, and bear the scrutiny of a fiscally constrained environment.

2. Table of Authorized Materiel Control Number (TAMCN)

a. The TAMCN is a seven character alphanumeric identifier (e.g., D11587K-TRUCK, UTILITY). It distinguishes a commodity of materiel per the equipment capability, and is used to track a standalone capability, referred to as ME, major end item, weapon systems, or parent TAMCN, from "cradle to grave". Equipment requirements are designated as individual, organizational or both, dependent upon methodology for requirement determination.

(1) The AAO for each seven character TAMCN is populated by the CIO. Each DC CD&I functional integration division is responsible for managing their respective TAMCNs throughout their lifecycle.

(2) Component TAMCN. The component TAMCN is an eight character TAMCN, an alphanumeric identifier (e.g., D11587KK-TRUCK, UTILITY). It is a copy of the TAMCN (e.g., D11587K-TRUCK, UTILITY). When an eight character TAMCN is created, the NSN, identification number, and Item Exit Date, are identical to the seven character TAMCN. An eight character TAMCN is created when the piece of equipment is needed to complete the system capability of another seven character TAMCN (e.g., D11587KK-TRUCK, UTILITY is a component TAMCN of an A00677G-RADIO SET. This is displayed in TFSMS on the Association tab as "D11587KK

is part of A00677G".) An eight-character TAMCN is used to identify a Supply System Responsibility Item category of the Stock List "SL-3" of components meaning the A00677G is not a complete capability set without the D11587KK and all other eight-digit TAMCNs associated as part of the A00677G. The AAO for all eight-character TAMCNs are auto populated per the factor of the associated seven character TAMCN (e.g., D11587KK is associated to the A00677G with a ratio of one, therefore every A00677G must have a corresponding D11587KK). To determine the AAO of eight-character TAMCN, all associations for the eight-character TAMCN must be identified and the ratio for all associations must be identified to total all requirements across the associations. The CIO, in close coordination with PMs, is responsible for establishing and managing all eight character TAMCN information and ensuring it is populated correctly within TFSMS.

(3) Individual Equipment. Individual equipment is assigned to the number of chargeable billets for each unit. Within TFSMS, individual equipment is indicated on the equipment display as "Ind." These requirements are calculated automatically within TFSMS based upon the items which are required by the unit to accomplish their METs. The business rules for determining and calculating equipment requirements are known as a calculated COE (formerly an X-78 expression). An example of a calculated COE is: "All SE ERAAs" or "4 per TAMCN E09607M."

(4) Organizational Equipment. Organizational equipment is assigned to a unit and is determined by the TAMCN's COE within a unit to accomplish its METs. Organizational quantities are indicated on the equipment display in TFSMS as "Org."

(5) Organizational Plus Individual. There are some cases when the METs for a unit, call for an item to be assigned to the individuals of a unit, yet the unit requires an additional amount assigned as "organizational". In these cases, the organization's requirement for the item includes both the individual and organizational quantities. For example, pistols are assigned individual quantities based upon the approved COE which states the M9 pistol is the primary weapon for Marine Officers (Colonel and above). A unit could have an additional requirement to maintain an organizational quantity of M9 pistols to distribute to personnel in addition to their assigned weapon. In this specific example, a unit's total requirement of M9 pistols would equal the organizational plus the individual

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quantities. Guidelines for changing a unit T/E or the AAO for a particular TAMCN are captured later in this chapter.

b. Equipment Aspect Management. The items listed below are unique aspects of the equipment field which need to be addressed and properly managed throughout the life cycle of a program to ensure the AAO is properly maintained and accurate, and all organizations within the enterprise are synchronized.

(1) TAMCN Types. All items with a HQMC assigned TAMCN will be accounted for on a unit's property records and have associated requirements formally established, regardless of purchase method or type of funds used. TAMCN Types are broken into the five commodity areas of Communications-Electronics, Engineer, General Supply, Motor Transport, and Ordnance.

(a) Type 1 TAMCN. Type 1 TAMCN items are defined as non-expendable ME with requirements established by HQMC based on formal Table of Organization (T/O) Mission Statements. Type 1 TAMCNs have an "A" through "E" commodity designator and a catalogued NSN. (The commodity designators are: A-Communications-Electronics, B-Engineer, C-General Supply, D-Motor Transport, and E-Ordnance.)

(b) Type 2 TAMCN. Type 2 TAMCN items are defined as non-expendable which are ancillary to Type 1 TAMCN items with initial requirements established by HQMC based on local mission requirements. These allowances will be established in TFSMS and reviewed annually by the MEF/SE/MARFOR Commander or equivalent higher headquarters based on mission/geographic location. Type 2 TAMCNs have a "H", "J", "K", "M", and "N" commodity designators and a catalogued NSN. (The commodity designators are: H-Communications-Electronics, J-Engineer, K-General Supply, M-Motor Transport, and N-Ordnance and commonly referred to as "as-required" equipment.)

(c) Type 3 TAMCN. Type 3 TAMCN items are defined as non-expendable ME with requirements established by HQMC based on formal T/O Mission Statements which require special measures of control since they are used for particular conditions or situations (e.g., items which are uniquely required in cold weather or desert operations). Such items are typically not held at the unit level, but temp-loaned as the operational status of a unit may require. Standard Type 3 TAMCNs have a "T" through "X" commodity designators and a catalogued NSN. (The commodity designators are: T-Communications-Electronics, U-Engineer, V-General Supply, W-Motor Transport, and X-Ordnance.)

(d) Tactical Nonstandard-Equipment is defined as non-expendable ME obtained to support assigned mission capabilities or force protection through the Universal Needs Statements, UUNS, Joint Urgent Operational Needs Statement, or other commercial purchases authorized by HQMC. These assets can be assigned any TAMCN commodity designator, but will always have a USMC serial number until the requirement is properly vetted by HQMC through the current development process. When applicable, the asset will be reassigned a catalogued NSN making it a Type 1, 2, or 3 TAMCN item.

(e) Special Item Equipment "SIE" are defined as non-expendable assets provided to support USMC commands/activities conducting special operation missions at the Combatant Command or national security levels which do not currently have a catalogued NSN/National Item Identification Number within the Federal Logistics Information Service Program. They will be assigned a "Q" TAMCN commodity designator and a USMC serial number regardless if those assets were provided to the USMC on a permanent or temporary basis. Assets provided which have a catalogued NSN/National Item Identification Number within the Federal Logistics Information Service Program will receive a Type 1, 2, or 3 commodity designation and are not considered Special Item Equipment.

(f) In addition to the general listing of HQMC TAMCNs, a special designation TAMCN is available by request for unique capabilities. The requestor of these types of TAMCNs route the request to DC CD&I, except for HQMC special series TAMCNs which are routed to MARCORLOGCOM for approval.

1. Training series 5000. These unique TAMCNs are created under the Type 1 umbrella to distinguish requirements for training assets, (e.g., A5XXX7G).

2. HQMC Special series 6000(replaced local TAMCNs). This unique set of TAMCNs is created under the Type 2 umbrella only to distinguish requirements associated to local procurement at the MARFOR level, (e.g., H6XXX7G). This special series TAMCN is designed to be temporary in nature.

3. Test Measurement and Diagnostics Equipment Series 7000. This unique set of TAMCNs is created under the Type 1 umbrella to distinguish all requirements associated to Test Measurement and Diagnostics Equipment capabilities (e.g., A7XXX7G).

4. Communication Security Series 8000. This unique set of TAMCNs is created under the Type 1 umbrella to distinguish all requirements associated to Communication Security capabilities (e.g., A8XXX7G).

5. Computers series 9000. This unique set of TAMCNs is created under the Type 1 umbrella to distinguish all requirements associated to computer assets, (e.g., A9XXX7G).

(2) TAMCN Status. There are four statuses which a TAMCN is assigned throughout its lifecycle; Planned "PL", In Service "IS", Disposal "DP" and Archived "AR". These statuses identify the state of a given equipment requirement as it moves through capabilities development, acquisition, resourcing, fielding, sustainment, disposal and finally removal from the USMC equipment requirements list.

(a) Planned. Once the TFSP concludes and DC CD&I determines a new capability is required (a materiel solution is needed) the CIO submits a request to TFSD to create a TAMCN in TFSMS to begin the life cycle. Once the TAMCN is assigned, the CIO may begin establishing the Acquisition Objective (AO) (T/E requirement quantity) per the COE/concept of distribution (COD). The AOs are loaded to all applicable UICs in TFSMS within the T/E profile as unfunded; T/E profiles are explained within this chapter after the TAMCN status section. The requirement is then briefed to the MROC and if approved, the acquisition objective becomes an AAO but still remains with a T/E profile as unfunded. MARCORSYSCOM and PEO LS may initiate a CAR TOECR to request the NSN/ID be assigned while the TAMCN is in a "PL" status.

(b) In Service. Once the AAO goes through the POM process, it may or may not become fully funded. The funded amount of the AAO becomes the "Procurement Objective". The CD&I CIO prioritizes funded AAOs and sends them to the applicable Project Office so MARCORSYSCOM and PEO LS can update the applicable UICs in TFSMS by modifying the unfunded T/E profile quantity to a planned (funded) T/E profile quantity. Once the AAO, NSN, and ID have been registered and a Fielding Plan has been signed, MARCORSYSCOM and PEO LS will initiate a TOECR to update the TAMCN status from "PL" to "IS". Once a TAMCN is placed in the IS status TFSMS begins to export the units "T/E" quantity to the Global Combat Support System-Marine Corps (GCSS-MC). Units may see a T/E quantity for TAMCNs which have not yet competed for funding in the POM cycle. These quantities will be indicated as unfunded in the T/E profile. Once a new asset has

been shipped from the manufacturer, MARCORSYSCOM and PEO LS changes the T/E profile quantities in TFSMS, decreasing the "Pln" (Planned/funded procurement) T/E profile quantity and increasing the "Shpd" (shipped) T/E profile quantity.

(c) Disposal. When a TAMCN's Item Exit Date is within five years, TFSMS will send a notification to the CIO and PM prompting the CIO to extend the Item Exit Date or prompting MARCORSYSCOM and PEO LS to begin working on a disposal plan. This notification is sent again one year from the exact Item Exit Date. If the decision is made not to extend the Item Exit Date then the disposal plan, once signed, is loaded into TFSMS prompting the CIO to zero out the requirement for the TAMCN in the year the item is no longer required in the USMC inventory. MARCORSYSCOM and PEO LS will initiate a CAR TOECR to change the TAMCN status from "IS" to "DP" after the requirement has been moved to zero. TFSMS continues to export to GCSS-MC while the TAMCN status is in "DP" for any remaining years the AAOs still exist. Units may still have assets on hand but will not have a T/E requirement quantity listed in GCSS-MC because the requirements have been zeroed. These units will manage the assets as "excess" until disposed of.

(d) Archive. Once an obsolete TAMCN has been completely disposed of from the USMC inventory, MARCORSYSCOM and PEO LS will initiate a CAR TOECR to change the TAMCN status from "DP" to "AR" to end the life cycle of the TAMCN. TFSMS business rules will not allow MARCORSYSCOM and PEO LS to archive a TAMCN/NSN while a net asset posture (inventory) is displayed against the TAMCN.

(3) T/E Profiles. T/E profiles identify by quantity whether a TAMCN is unfunded, has a planned procurement or has been shipped to the unit. The quantities of all three T/E profiles equal the T/E requirement. MARCORSYSCOM and PEO LS will manage all T/E profiles within TFSMS. The T/E profiles are defined below:

(a) Unfunded Allowance - "Unf". An approved materiel requirement which funding has not yet been appropriated.

(b) Planned Allowance - "Pln". An approved materiel requirement which has been appropriated but not yet fielded.

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(c) Shipped Allowance - "Shpd". An approved material requirement which has been procured and delivered to the gaining command.

(4) Weapon System Support Program. The Defense Logistics Agency (DLA) WSSP provides the military services with the means to identify to DLA the prioritization of supply support for weapon systems whose repair parts are managed by DLA and to identify DLA-managed repair parts requirements for each of these systems. The WSSP enables DLA to develop a support strategy geared toward the criticality of the end item weapon system as registered in the WSSP and the essentiality of its component parts. The DLA uses the WSSP to make personnel assignments, which initiate procurement actions, tailor business arrangements, and focuses attention on NSNs which degrade the mission capability of critical weapon systems. The CIO will determine the need for all Weapon Systems Codes (WSC) in support of the WSSP. The following are the specific codes designated to manage the WSSP:

(a) Weapons System Code (WSC). The WSC is a two-character code and will be assigned automatically to an item within TFSMS when the item meets the following criteria:

1. Stores Account Code "SAC" = 3 (Procurement, Marine Corps (PMC) funded)

2. Equipment Type = 1 (TAMCN must begin with 'A', 'B', 'C', 'D', or 'E')

3. Combat Essentiality Code "CEC" = 1

4. The item must have a CARF or a Critical Low Density "CLD" flag set to "C" as Critical item without a CARF

(b) Weapon System Group Codes (WSGC). The WSGC is a one-character alphabetical character signifying the criticality of a specific weapon system to the particular Service, as determined from among, and in comparison to, all other weapon systems for the Service/Agency. The WSGC is communicated to Headquarters DLA, who then assigns/authorizes the code for the WSGCs which is used in the WSSP database for the respective Service. The WSGCs variables are "Code A" (Most Critical, only 30 items with an "A" code allowed), "Code B" (Critical, only 50 items with a "B" code allowed) and "Code C" (Least Critical) is unlimited. Upon assignment of a WSC TFSMS will default the WSGC to "C".

(c) Consolidated Weapon System Codes. The Consolidated Weapon System Code is a two-character code which is assigned to like items in a family of items, such as the family of Light Armored Vehicles. The codes assigned to like items within the family are the same values as the WSC assigned to the first item catalogued in the family. The system includes a validation check to limit the selection of the Consolidated Weapon System Codes to those currently approved WSCs contained within the system.

3. Elements of the AAO. The AAO is comprised of Title 10 requirements and War Reserve Program for a given TAMCN.

a. Title 10 Requirements. The Title 10 element consists of Operating Forces (AC and RC), SE, and DMFA.

(1) Operating Forces. Equipment requirements for both the AC and RC. The active Operating Forces includes T/E quantities for the same units, grouped by their respective MEF (e.g., I MEF, II MEF, III MEF). The RC Operating Forces includes equipment requirements for MARFORRES as reflected in the organizational T/O&E's (which include both the TA as well as the difference between the T/E and TA).

(2) Supporting Establishment (SE). The SE consists of the non-operating forces units which include: USMC bases, posts, and stations; formal schools and academies; MCSF; and other non-operating forces activities.

(3) Depot Maintenance Float Allowance (DMFA). The mission of DMFA is to provide a quantity of mission essential, maintenance significant equipment to permit the withdrawal of equipment from organizations for scheduled repair (performed at the depot level) without detracting from a unit's readiness condition. The quantities for these assets are based on the expected life of the equipment, evolving technology, and the anticipated washouts over the equipment's lifecycle. The stores system is responsible for the timely rotation of equipment for depot level scheduled maintenance (overhaul, repair and evacuation (R and E), repair and return (R and R), inspect and repair only as necessary "IROAN", etc.).

b. War Reserve Program. The War Reserve Program was established to provide a total quantity of supplies and equipment required to sustain the combat forces specified in the Defense Planning Guidance. The process by which War Reserve

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Program TAMCN quantities are determined is explained in detail later in this chapter. As stated previously, the elements with the War Reserve Program are MPF, MCPP-N, MAP-K and War Reserve Materiel Requirement-In Store (WRMR-I).

(1) Maritime Prepositioning Force (MPF). The MPF is divided into two maritime prepositioning ships squadrons. Each squadron is configured with selected items of equipment, supplies and ammunition to sustain a MEB in combat for up to 30 days when augmented by the Fly-In Echelon. DC CD&I validates the baseline MEB equipment requirements. Per reference (k) DC, I&L is designated as the lead for the development, in coordination with stakeholders, of the afloat and ashore Prepositioning Objective (PO) and DC PP&O approves the PO.

(2) Marine Corps Prepositioning Program-Norway (MCPP-N). MCPP-N supports the reinforcement of Norway, crisis response and limited sustainment for USMC expeditionary operations in support of European Command and other geographic Combatant Commanders to provide assurance to allies and deterrence to potential actors of concern. Per reference (k) DC, I&L is designated as the lead for the development, in coordination with stakeholders, of the afloat and ashore PO, and DC PP&O approves the PO.

(3) Marine Expeditionary Unit (MEU) Augmentation Program - Kuwait. The MAP-K is designed to reduce the strategic lift requirement when MEUs and Special Purpose MAGTF require additional equipment to be sourced to complete additional Geographic Combatant Commander specific missions. It provides the required mobility assets and theater specific equipment required by a MEU employed ashore from amphibious shipping or other deployed MAGTF in the Central Command (CENTCOM) Area of Operation. The MAP program was originally developed out of U.S. CENTCOM theater specific requirements, and it is designed to hold large, heavy theater specific equipment needed by MAGTFs operating in and around CENTCOM Areas of Responsibility, such as Mine Resistant Ambush Protected vehicles. The portion of the AAO, registered in TFSMS, for MAP-K is developed by MARFOR Central Command, validated in coordination with stakeholders, and approved by DC PP&O.

(4) War Reserve Materiel Requirement-In Store (WRMR-I). WRMR-I is the portion of the WRMR (Class II and VII) held by MARCORLOGCOM to achieve war reserve program objectives. WRMR-I is a subset of the War Reserve Program which functions to provide the USMC with sufficient materiel, within the limits of acceptable risk, to sustain operating forces from inception to

the establishment of the theater support capability. The determination process for WRMR-I is detailed below in paragraph 4.c.(3).

4. AAO Development

a. Deliberate Process. AAO development is a deliberate process linked to the development of the equipment itself. As a result, it must be regularly reviewed and revalidated to ensure the AAO continues to reflect the COE given the projected force structure and the changes in capability which may be realized as the program develops. Accordingly, it is anticipated all AAOs for equipment, particularly the equipment in the acquisition cycle, will be reviewed and validated every two years in support of the development of the POM and the Defense Planning Guidance Illustrative Planning Scenarios which the USMC is required to support. Additionally, the AAO for an individual program should be reviewed during the first three acquisition phases and reported at each milestone decision. The AAO will change due to adjustments in USMC units or missions, or changes to the final product which is fielded. Elements and procedures for determining the AAO are described below.

(1) Capabilities Development Directorate's Integration Divisions will draft and release the MCEIP to initiate the materiel requirements documentation process per references (c) and (i). During the development of the JCIDS, Initial Capabilities Document, Capabilities Development Document (CDD), Capability Production Document, or Statement of Need, a determination is made as to the commodity area the specific materiel solution will be assigned. This is a deliberate 18 to 24 month process. Reference (c) contains a more detailed description.

b. Urgent Needs Process (UNP). The UNP takes precedence over the deliberate capability development process described in this document. The UNP ends with the delivery of a solution which meets an acceptable level of performance, timeline, and quantity as defined by the operating forces. Not all capabilities acquired via UNP will become programs of record. The below listed process for determining an AAO, as defined in this chapter, is specific to ME which are considered a program of record. ME requirements derived from the UNP undergo an abbreviated requirements development process as outlined in reference (ap).

c. Deriving AAO Requirements. TFSMS is the single authoritative source for all AAOs throughout their lifecycles. To start the AAO process, the CIO will request DC CD&I (TFSD) create a TAMCN in TFSMS, which is necessary for the tracking of an equipment capability's lifecycle throughout the USMC force structure. A TAMCN is used to identify one or more variants for an item of equipment. Each variant is distinguished by a different NSN, however the full requirement for the TAMCN is only displayed in TFSMS at the TAMCN level. The CIO uses the standard TAMCN request form when requesting to have a TAMCN created. The TAMCN will be entered into TFSMS by DC CD&I (TFSD) with a TAMCN status of "PL" and a T/E profile of unfunded. While visible within TFSMS as a new capability, this item will not be passed to individual unit accounts in the current USMC Accountable Property System of Record until after the item is moved from a "PL" to "IS" status.

(1) The AAO is the required quantity of the new item, broken down to the company (e.g., lowest structured unit) UIC level based on the COE/COD, inclusive of all seven elements of the AAO. The AO is documented in TFSMS by the CIO as an unfunded requirement in a pending TOECR. Once the total requirement for the TAMCN is established across the FYDP, the TAMCN is briefed to the MROC or designated authority for approval. Upon release of the MROC DM or approval authority, the CIO attaches the MROC DM/approval to the TAMCN in TFSMS, and the pending TOECR is approved. The CIO's determination of an AAO will be derived based upon:

(a) COE/COD.

(b) USMC force structure across the FYDP.

(c) Current policies and guidance pertinent to the seven elements of the AAO: Operating Forces (AC/RC), DMFA, SE, MPF, MCPP-N, MAP-K, and WRMR-I.

(2) Title 10

(a) Operating Forces (AC/RC). Operating Force equipment requirements are based upon COE/COD of a given TAMCN. In defining the COE/COD for a given TAMCN, equipment is classified as Individual or Organizational. Operating force units with identical missions will have mirror-imaged force structure (T/O&E) to enhance the USMC capability to globally source forces for Combatant Commanders. Mirror-imaged force structure will be identified with the appropriate code within

TFSMS, and the mirror code can be found by looking at the header of the TFSMS main form when a UIC has been queried. The ERAA (T/E) mirror code is contained on the ERAA. This code may be different than the Unit UIC Mirror Code.

1. Equipment Requirement Allowance Account (ERAA). Equipment requirements for a unit (a unit T/E) are captured on an ERAA in TFSMS. The ERAA captures the equipment (TAMCNs) required to support a unit's mission. ERAAs are unique as they can be associated to another unit performing an assigned mission or assigned to a unit as the administrative care taker of the ERAA (a unit's T/E) when a unit is deployed without its established T/E. To support supply logistics information systems, ERAA functionality provides significant flexibility by allowing a user to map the exact portion of a unit's T/E requirement reflected in an ERAA to the identifier of the property account intended to satisfy the requirement. This feature, known as Property Account Distribution, allows logistics systems which are traditionally supply account centric to receive and leverage more accurate equipment requirements data from TFSMS. Although an ERAA is similar to a unit T/E, it is important to understand they are not synonymous. A unit's T/E is the sum of the equipment requirements listed within all ERAAs linked to it, via a specific type of link, during the same period of time being evaluated. One or more ERAAs may comprise a T/E; an ERAA is not in and of itself a T/E.

a. Each unit initially has two ERAAs. The "Primary" ERAA which captures all TAMCNs and component TAMCNs starting with letters A through E (Type 1 TAMCN) and T through X (Type 3 TAMCN). The second ERAA is a "Type 2" ERAA which captures all other TAMCNs beginning with letters H through N, as well as any Type 2 HQMC special TAMCNs.

b. The relationship of an ERAA to a unit is maintained in TFSMS by DC CD&I (TFSD). The relationship is based on the location of the equipment set, not the location of the unit, because they are a separate portion of the T/O&E. As an example of this concept, changes to UDP will be used: Each Infantry Bn has five Companies and five primary ERAAs which create a Bn equipment set. The equipment sets to support the infantry Bns are dispersed in the MEFs to support Combatant Commander requirements (MEU operations, contingency operations and the UDP rotations in Okinawa, etc.) When a unit moves to a UDP account, the unit is removed from its home station T/E (ERAA) and associated to the UDP T/E (ERAA). The unit leaving the UDP equipment account (ERAA) takes over the vacated home

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station equipment account (ERAA). The T/E (ERAA), based on location, retains the Property Account Type/ID (Department of Defense Activity Address Code (DODAAC)) maintaining the correct on hand quantities in the account for readiness reporting purposes.

c. When an ERAA is created for a new unit, the Property Account Type/ID remains blank in TFSMS until the new unit establishes the proper DODAAC and GCSS-MC account. Once both are established through DC I&L, LPC-2, a naval message from DC I&L, Logistics Programs and Policies (LP) will be sent to DC CD&I (TFSD) to populate the ERAA with the correct information.

d. The ERAA association to the unit can either be OPCON or ADCON. The OPCON relationship identifies that the unit associated is using this account to perform either its primary mission or an assigned mission. An ADCON relationship to an ERAA reflects a caretaking role (e.g. Regiment providing administrative care of a deployed Bn ERAA).

e. ERAA relationship changes are submitted by the respective MEF, via Naval Message to DC I&L (LPC-2), who in turn coordinates with GCSS-MC and TFSD to synchronize the cutover.

2. Training Allowance (TA). Reserve units with the identical or very similar mission sets as their AC counterpart will be identical to their AC counterparts and will have the same T/O&E. This T/O&E (known as the integrated T/O&E) will have billets which are coded as either active or reserve depending on the unit. At home station, reserve units operate and train on a reduced portion of their T/E designated as the TA. A TA is defined as the amount of equipment, based on storage, maintenance capability, fiscal constraints and manpower, to meet the basic training requirements of the reserve units METL. The remainder of the unit's equipment, the TA delta, is maintained by the USMC Equipment Enterprise via MARCORLOGCOM.

(b) Supporting Establishment (SE). SE requirements are based upon COE/COD of a given TAMCN. In defining the COE/COD for a given TAMCN, equipment is classified as Individual or Organizational. Organizational equipment requirements are inclusive of equipment requirements used for training, schools, etc.

(c) Depot Maintenance Float Allowance (DMFA). DMFA is the quantity of mission essential maintenance significant equipment to permit the withdrawal of equipment from organizations for scheduled repair (performed at the depot level) without detracting from the unit's readiness condition. MARCORLOGCOM will use the MROC approved DMFA formula to compute DMFA requirements for all equipment, to include "new", in production, and fielded equipment which have a depot maintenance need.

1. Annually, to maintain accuracy of requirements data, DC I&L will staff to DC CD&I, Commander MARCORSYSCOM, GC MARCORLOGCOM the calculated DFMA requirements quantities allowing the CD&I CIOs to review the calculations. The CIOs, MARCORSYSCOM PMs and MARCORLOGCOM Weapon System Managers will review all DMFA requirements data. The results will be returned to DC I&L for repopulation into Material Capability Decision Support System "MCDSS".

2. After the adjusted DMFA requirements quantities have been placed into Material Capability Decision Support System they will be sent directly to TFSMS, via a direct interface, for population into the DMFA requirement field.

(3) War Reserve Materiel Requirement (WRMR)

(a) The minimum requirement for every TAMCN in the WRMR is established in accordance with reference (au) and (av) by calculating the CARF against the designated elements of the AAO, and is published in reference (aw) by DC I&L. The WRMR portion of the AAO may include TAMCNs which do not have a CARF if the TAMCN has a defined requirement within the MPF, MCPP-N or MAP-K requirement. Reference (av) defines specific criteria which must be met in order for a TAMCN to have a CARF calculation. Combat Active Replacement Factors are computed based on probabilities of combat loss over a specified number of days in various combat scenarios (e.g., armored or infantry, assault or sustained operations).

(b) The CIO, PM, and WSM, in coordination with I&L, are responsible to determine if each respective TAMCN is suitable to be held in storage as part of the WRMR.

(c) Once a CARF quantity is determined, the established operational requirements for MPF, MCPP-N and MAP-K are subtracted in order to determine the WRMR-I requirements by TAMCN. Items which do not have a CARF, but have an MPF, MCPP-N

or MAP-K requirement will be included as part of the WRMR. If the requirements for MPF, MCPP-N and MAP-K exceed the CARF quantity, WRMR-I will not have a requirement.

(d) Elements of the War Reserve Program are reviewed on an annual basis as follows:

1. Maritime Prepositioning Force (MPF).
Annually, to maintain accuracy of requirements data, DC I&L will staff to DC CD&I the defined MPF requirements, populated at the UIC level in the "MP" UIC series, to allow the CD&I CIOs the ability to review the requirements. After the CIOs have reviewed all MPF requirements data, the results will be returned to DC I&L for repopulation into Marine Corps Prepositioning Information Center 2.0 "MCPIC 2.0". After the adjusted MPF requirements have been placed into Marine Corps Prepositioning Information Center 2.0 they will be sent directly to TFSMS, via a direct interface, for population as the MPF requirement.

2. MCPP-N. Annually, to maintain accuracy of requirements data, DC I&L will staff to DC CD&I the defined MCPP-N requirements, populated at the UIC level in the "MN" UIC series, to allow the CD&I CIOs to review the requirements. After the CIOs have reviewed all MCPP-N requirements data, the results will be returned to DC I&L for repopulation into Marine Corps Prepositioning Information Center 2.0. After the adjusted MCPP-N requirements have been placed into Marine Corps Prepositioning Information Center 2.0 they will be sent directly to TFSMS, via a direct interface, for population as the MCPP-N requirement.

3. MEU Augmentation Program - Kuwait. DC PP&O is responsible for validation and approval of MAP-K requirements. EDLs are submitted by Marine Forces Central Command to DC PP&O for approval. Although the MAP-K is inclusive in the AAO, determination on future transition to permanent enduring requirement will be determined by strategic requirements and fiscal constraints.

4. WRMR-I. Annually, to maintain accuracy of requirements data, MARCORLOGCOM will staff to DC CD&I the calculated WRMR-I requirement quantities to allow the CD&I CIOs the ability to review the requirements. After the CIOs have reviewed all WRMR-I requirements data, any discrepancies will be returned to MARCORLOGCOM for adjudication within WRS. After the adjusted WRMR-I requirements quantities have been placed into

WRS they will be sent directly to TFSMS, via a direct interface, for population into the WRMR-I requirements field.

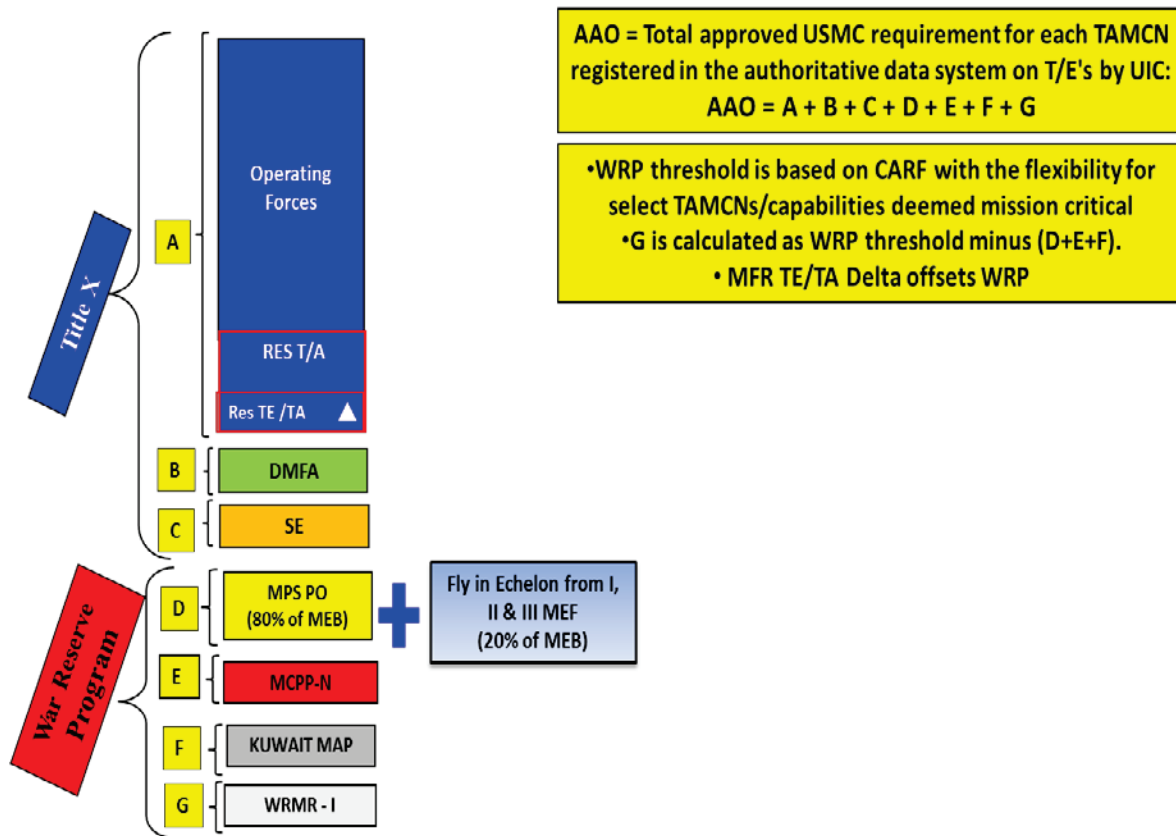


Figure 7-1.--Approved Acquisition Objective (AAO) Equation.

5. AAO/TAMCN Lifecycle Management. The AAO is a living number, it can and does change. Development of the AAO (Figure 7-1) is very much an iterative process, inextricably linked to the development of the equipment itself.

a. Materiel procurement is subject to fiscal constraints. In any year, only a portion of the total AAO for an item may actually be funded based upon POM guidance. Fiscally reduced quantities called, while not reducing the AAO, may be recommended based on the need to balance risk, capability, affordability, and unit readiness (as reported in DRRS-MC). In the event that portions of the AAO are unfunded, the CIO's Capabilities Development - IPT will make a recommendation to DC CD&I for prioritization of the fiscally reduced quantities. The CIO will present DC CD&I decisions to the designated MARCORSYSCOM and PEO LS Project Officer or Integrated Logistics Support Officer to develop the procurement strategy and enter the procurement plan into TFSMS. The unfunded portion of the

requirement must be evaluated and considered at each resourcing opportunity, especially if it impacts reported unit readiness. If it is determined, after unsuccessfully competing in two consecutive prioritization efforts, the requirement needs to be revalidated DC CD&I will revalidate the COE and may make modifications to the COE, COD, or the AAO.

b. Once the acquisition process has matured and MARCORSYSCOM/PEO LS is ready to deliver assets to the using units, MARCORSYSCOM and PEO LS must update the completed fielding plan for the TAMCN within TFSMS using the TFSMS Fielding Plan function. MARCORSYSCOM and PEO LS will attach the approved fielding plan documentation to the TOECR and change the TAMCN status to "IS" indicating the capability is now in service within the USMC. Once a TAMCN is placed in the "IS" status the requirement is then passed to the current retail Accountable Property System of Record for the USMC.

c. Procurement plans are developed by MARCORSYSCOM/PEO LS and entered into TFSMS. The current USMC inventory is exported into TFSMS by MARCORLOGCOM's authoritative system Master Data Repository and displayed in TFSMS as "Net Asset Posture". To measure how well the USMC is meeting its stated requirements, the amount of the AAO appropriated for, plus the current inventory is subtracted from the total requirement to determine the unfunded portion of the AAO. The unfunded portion of the requirement is captured in TFSMS and the CIO ensures this quantity re-competes for funding.

d. CIOs will manage each AAO through its lifecycle. Each TAMCN is assigned an item exit date by the CIO when the TAMCN is created. Planning for a replacement capability as an item nears its exit date is the responsibility of the CIO. When an item has been determined to be obsolete, the CIO will inform MARCORSYSCOM/PEO LS that the TAMCN will become obsolete in the near future, and will request MARCORSYSCOM/PEO LS begin development of a disposition plan. The CIO will change the TAMCN status to DP in TFSMS, MARCORSYSCOM/PEO LS will develop and execute the disposition plan, and the CIO will remove the requirement from each element of the AAO from TFSMS once the disposal plan has been loaded into TFSMS. The TAMCN will stay within TFSMS with a zero requirement until the entire USMC inventory has been depleted at which time MARCORSYSCOM/PEO LS will initiate a CAR TOECR to archive the TAMCN and change the TAMCN status to AR in TFSMS. This action removes it from the USMC records and ends the TAMCN's life cycle.

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e. Special allowance. Special allowance quantities granted by DC I&L, will not be entered into TFSMS as the special allowance is solely additional inventory for the requesting unit and not a defined T/E requirement. Further clarification regarding Special allowances can be found in reference (am).

6. Other Equipment Considerations

a. Equipment Density List (EDL)

(1) An EDL is a list of equipment needs, developed through mission analysis, which a supported MARFOR has validated as a capability necessary for mission accomplishment. An EDL is developed from existing HQMC approved T/Es, therefore it does not generate a demand signal or register a requirement that increases the AAO, unless directed by DC CD&I.

(2) The foundation of an EDL will be the units T/E, however some task organized units may have equipment needs above their T/E (e.g., equipment quantities above their HQMC approved T/E) or beyond their T/E (e.g., equipment not included in their HQMC T/E). Those non-standard units (e.g., SPMAGTFs) that do not have a HQMC approved T/E will develop an EDL from within the HQMC approved T/Es of the force providing Marine Force (e.g., MARFORCOM/MARFORPAC/MARFORRES/MARFORSOC).

(3) The equipment needs registered in TFSMS (HQMC approved T/Es) are the rule rather than the exception when deploying units are developing an EDL. While forward deployed forces are the priority, additive equipment will be scrutinized at all level prior to submission of the EDL to DC PP&O for approval to ensure equipment demands for the near-fight do not unnecessarily impact readiness for other contingencies in a negative manner.

(4) Developing an EDL

(a) The deploying MAGTF commander has the lead in initial equipment needs development through mission analysis and input from the force providing Marine Force.

(b) Special Purpose MAGTFs and other task organized units that have equipment needs will provide their defined EDL to both the force providing Marine Force and the respective Geographic/Component Marine Force for review and validation before submission to DC PP&O for approval.

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(c) Via naval message, the supported Marine Force will provide the EDL to HQMC (DC PP&O/I&L), with GO validation, for final validation and approval no later than 90 business days prior to the required delivery date.

1. Primary source of equipment for EDLs will be supported by the MEF with the deploying unit. If the force providing Marine Force can source all of the equipment needs, the EDL will be forwarded to DC PP&O/I&L (POE/LPO) via Naval Message.

2. If the force providing Marine Force cannot source all of the equipment needs, the Marine Force will identify to DC PP&O/I&L (POE/LPO) via naval message the mission critical equipment that cannot be sourced. For DC PP&O/I&L to consider global sourcing of equipment the naval message, with justification provided for all global sourcing, must be received no later than 60 business days prior to required delivery date. With the naval message received the Enterprise Ground Equipment Management "EGEM" WG review process will be conducted to recommend enterprise sourcing solutions.

(d) DC PP&O, with coordination from DCs CD&I and I&L, provides acknowledgement of the supported Marine Force's combat need in the form of an approval of the EDL, via naval message.

1. If the force providing Marine Force cannot source all of the equipment needs DC PP&O will initiate global sourcing actions through DC I&L as the Enterprise Ground Equipment Manager and MARCORLOCOM as the enterprise Ground Equipment Inventory Manager. For sourcing solutions with non-excess cross leveling actions, DC I&L will direct cross-leveling upon DC PP&O's determination of the acceptable level of risk and approval. When requested, DC CD&I will examine all unsourced (above and/or beyond T/E) equipment needs relative to the AAO for potential AAO changes and procurement recommendations.

2. Equipment needs for SPMAGTFs or task organized units that require unprogrammed procurement or AAO increases will be addressed using the UNP.

(e) With the approval message from DC PP&O, the sourcing MEF will create a TOECR with the approval message attached and route the TOECR using the TFSMS Task Organized workflow to the force providing Marine Force.

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(f) Upon receipt of the Task Organized TOECR from the sourcing MEF, the force providing Marine Force will populate the approved EDL data into the Task Organized module within TFSMS. When all EDL data has been entered into the Task Organized "EDL" module within TFSMS the force providing Marine Force will route the TOECR to HQMC (DC PP&O and I&L) for review.

(g) HQMC (DC PP&O and I&L) will review the TOECR and all data entered into the Task Organized "EDL" module within TFSMS for accuracy and DC PP&O will approve the TOECR.

(h) If a SPMAGTF or task organized unit uses a rotational force model, the supported Marine Force will hold an equipment review conference no later than 90 days following the relief-in-place/transfer of authority "RIP/TOA" to determine any necessary changes to the equipment needs list. If changes are required the review, validation, and approval process is the same as listed in the above steps, including the TFSMS actions.

(5) T/E Backfills in Support of EDLs

(a) Organizations providing equipment in support of task organized or provisional units will not receive replacements unless authorized by DC I&L.

(b) Marine Forces and MEFs will identify equipment sourced to SPMAGTFs or task organized forces during MARCORLOGCOM's quarterly push equipment sourcing report/process. This serves as an internal control to ensure that MARCORLOGCOM has visibility of equipment sourced to EDLs and that sources equipment is only back-filled if approved by HQMC.

(c) If a SPMAGTF or task organized unit uses a rotational force model, prior to the retrograde and redeployment of the equipment set, the theater Marine Force will request disposition instructions for all ME and operating material and supplies from MARCORLOGCOM as the Ground Equipment Inventory Manager.

b. Baseline Marine Expeditionary Brigade (MEB)

(1) The Baseline MEB is a notional depiction of a generic middle-weight MAGTF consisting of tables of organization and equipment used for planning purposes. The Baseline MEB is not additive to end strength or the AAO.

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(2) DC CD&I is the responsible agency for the implementation and management of the Baseline MEB within TFSMS.

Chapter 8

Development and Review of Acquisition Programs Manpower Estimate and Planning Documents

1. General

a. The JCIDS provides an integrated, collaborative process for developing new or updating current warfighting capabilities through changes to the TF DOTMLPF&C pillars. The term "Manpower" as used and referred to in this chapter is synonymous with structure for USMC requirements, and should not be confused with the traditional use of this term within or by USMC activities. Manpower requirement officials are directed to help identify TF DOTMLPF&C solutions to meet operational deficiencies. If a material solution is required, manpower requirement officials are required to work with other Defense, Service agencies, and Department officials to identify which concepts and technologies can be developed into affordable acquisition systems and/or programs.

b. Defense Acquisition University defines acquisition as the "conceptualization, initiation, design, development, test, contracting, production, deployment, logistics support, modification, and disposal of weapons or other systems, supplies or services (including construction) to satisfy DoD needs, intended for use in, or support of, military missions". A major part of the acquisition process is determining the affordability of a technology, system and/or program. Additionally, DoD directives state Services must plan acquisition programs based on the realistic projections of the resources (funds and manpower) likely to be available in the future. Because of the interrelationship of manpower, personnel and training (MPT) requirements manpower officials must confer with PMs of Defense acquisition programs to ensure material and technology solutions are affordable from a manpower perspective, maximize the use of HR, and help solve or at a minimum do not exacerbate systemic manpower, personnel, and training problems.

c. DoD acquisition policy requires optimizing total system performance and minimizing the cost of ownership through a "total system approach" to acquisition management by applying Humans Systems Integration (HSI) elements to acquisition systems, directed by reference (ad). Humans Systems Integration is part of the systems engineering process and program management effort that provides integrated and comprehensive analysis, design and assessment of requirements, concepts,

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resources for system manpower, personnel, training, human factors engineering, personnel survivability, habitability, and safety and occupational health. Humans Systems Integration includes the methods, models, hardware/software tools, management and operating processes, documentation, system design features, and data for integrating the human into the system. HSI consists of seven domains. The analysis and integrated logistics support for MPT are three of seven subsets of HSI.

(1) The total system includes not only the prime mission equipment and software, but also the people who operate, maintain and support the system, the training and training devices, and the operational and support infrastructure.

(2) The statutory and/or regulatory documents used by the USMC to document all aspects of manpower affordability for acquisition programs are a Manpower Estimate and/or a MPTP depending on the Acquisition Category (ACAT) of the program. The guidance and requirement for these documents fall under the acquisition HSI domain and core engineering and acquisition process, in accordance with reference (ae).

d. Manpower Estimates are required by statute for ACAT "IC" and "ID" programs. Manpower estimates shall be developed for other ACAT and AAP programs that are manpower significant at the request of the DC CD&I in accordance with reference (af). Draft Manpower Estimates are required for Milestone B decisions, with an update at Milestone C, and final manpower estimates are due prior to the full rate production (FRP) decision.

e. Manpower, Personnel & Training Plans are developed to fulfill acquisition programs regulatory MPT requirements. This action ensures compliance and MPT requirements traceability in support of new and or modernized USMC capabilities.

(1) Manpower, Personnel & Training Plans identify manpower, personnel, and training requirements including: concepts, strategies, constraints, risks, data, resources, and guides manpower, personnel, and training budget submissions.

(2) While manpower estimates are statutory requirements for ACAT "IC" and "ID" programs, the MPTP is a regulatory program document for all ACAT "I" through "IV" programs, and mandatory for abbreviated acquisition programs (AAPs), in accordance with reference (ae).

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(3) Programs may have a preliminary MPTP at Milestone A if deemed necessary by the PM to provide conceptual MPT strategies that inform other programmatic documents and characterizes the integration of training technologies (like embedded training) into systems design to enhance warfighter capabilities. By Milestone B programs should have an updated MPTP draft providing manpower, personnel, sustainment, and training criteria/strategies in support of the development RFP release decision point. Prior to Milestone C programs should have an approved (final) MPTP providing manpower, personnel, sustainment, training strategies, and resource requirements. The MPTP should be updated again prior to the FRP decision to capture MPT changes learned through operational testing and initial fielding in accordance reference (ae). Post FRP the MPTP should be updated as required to address MPT requirement issues due to system configuration changes, maintenance concept, COE, structure, training solution, etc. could also qualify as reasons to update. Programs following a hybrid or phased/incremental acquisition strategy may require multiple MPTP updates according to its phased or incremental delivery schedule.

(4) Smaller ACAT, AAP, and programs that cover equipment such as uniforms, individual weapons, and individual infantry combat equipment can submit a waiver for MPTP process, on a case by case basis. Waiver will be submitted through either the Manpower & Training Acquisition Review Board; or by the PEO and/or MARCORSYSCOM's Lead Manpower, Personnel & Training Specialist. Waiver requests shall outline in detail how the waiver approach will save resources; how training for the subject program is common knowledge; and/or cover how training for the subject program is part of USMC standard operating procedure/doctrine. The waiver request should state the equipment type, longevity in the force, and training options (e.g., item is introduced at basic training, School of Infantry, marksmanship training, Nuclear Biological Chemical training, Marine Corps Combat Training, Managed On-the-Job Training, or part of Essential Subjects Training).

(5) USN and USMC combined/joint programs, where a USN Systems Command serves as the PM may be submitted to DC CD&I (TFSD) and CG TECOM for approval in the form of a Naval System Training Plan (NSTP); these programs will not require a separate MPTP. However, plans may require modification prior to approval to ensure all information required by the approved USMC MPTP is contained within the NSTP document. Programs that are USMC specific where a USN Systems Command serves as the PM should be

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submitted in accordance with guidance provided below for all PMs using the approved USMC MPTP format.

f. Technologies, systems, and programs that are developed through the UNP are exempt from the deliberate solution process which includes the Manpower Estimate and MPTP development process. However, if/when those technologies, systems, and programs make the transition to programs of record they must then meet the requirements detailed in the Manpower Estimate and MPTP development process, along with other applicable references based on their designated ACAT program type.

g. An understanding of the following assumptions, definitions and processes are required to fully understand the guidance that follows.

(1) Manpower. The numbers of billets within the force structure (military, civilian and contractor) required and potentially available to operate, maintain, train, administer, and support each capability and/or system.

(2) Personnel. The human knowledge, skills, abilities, aptitudes, competencies, characteristics, and capabilities required to operate, maintain, train, and support each capability and/or system in peacetime and war.

(3) Training. The instruction, education, and resources required to provide USN and USMC personnel with requisite knowledge, skills, and abilities to properly operate, maintain, train, and support new, modified or updated capabilities and/or systems.

(4) Operational Forces. Operational Forces are MARFOR which have direct wartime missions, therefore their T/O&Es reflect the wartime requirement and 24-hour operational tempo.

(5) Supporting Establishment (SE). SE units are generally permanent station forces used to support and train Operating Force units. These units consist of personnel assigned to bases, stations, or training commands. SE T/O&Es reflect the requirements to support Operating Force wartime missions. However, they are not organized to deploy and their role is to provide continuous support to operational units.

(6) General assumption for conducting USMC manpower estimate and/or manpower, training, and personnel analysis:

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(a) Factors. Factors used to estimate/evaluate manpower shall consider COE, maintenance and training, maintenance ratios, manpower types required, equipment usage rates, crew ratios, operators, and system admin requirements at a minimum.

(b) In general, the following assumptions should guide the development of analysis used to develop/evaluate USMC manpower estimates and/or MPTPs except when restricted by other documents or orders (e.g., Naval Air Training and Operating Procedures Standardization, Federal Aviation Administration procedures, etc.).

1. Operator/user personnel

a. For Operating Force units, the general manpower assumption used for AC/RC operating force personnel involved as direct operators/users of a system or capability is 24 hour coverage, broken into two 12-hour shifts/operations.

b. For SE units, the general manpower assumption used for AD personnel involved as direct operators/users is nine hour coverage, and one nine hour shift.

c. Tailored operators/users manpower assumptions will be developed and/or approved by DC CD&I for use in estimating programs/systems that do not align to the general Operating Force and SE unit assumptions. In any case, DC CD&I will approve operation/work day assumptions as part of factors and assumptions prior to manpower estimates and/or MPTP being developed.

2. Maintainer and Maintenance personnel.

Requirements for maintainer and maintenance personnel shall be determined by using analytical methods which may include use of appropriate logistics planning support tools and modeling & simulation applications which have been accredited for use by the PM. Regardless of the system or methodology used it shall take into account the following:

a. The mean time between failure and mean time repair rate of the system, the maintenance time required to repair the System, and the maintenance personnel type (e.g., military, civilian, contractor), and number required to bring the system back to an operational condition.

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b. The mean time between failure and mean time repair rate of repairable sub-components of the system, the maintenance time required to replace and repair the system sub-components if required, and the maintenance level, personnel type, and number of personnel required to bring system sub-component back to a ready for issue/use condition and/or placement in supply system.

c. The frequency and number of tasks and associative functions required to meet the systems/programs preventive maintenance requirements.

d. The rational, program, or formula used to determine tailored maintainer and maintenance personnel requirements will be approved by DC CD&I prior to the development of any USMC acquisition manpower document.

3. Training personnel. Requirements for PMs are determined using the Marine Corps Training Information System instructor algorithm to evaluate and/or determine formal learning center instructor manpower requirements for program of instruction.

4. Support personnel. Requirements for support personnel (e.g., capability officer, logisticians, PM support personnel) are determined by analyzing the tasks each member completes in support of the program being reviewed and/or evaluated and the time associated with completing all tasks. The total support personnel requirement takes into account the total amount of time each member contributes to the program by category and/or job series to determine final requirement.

(c) Efficient Use of Resources. Manpower requirements shall reflect the minimum quantity of personnel required by a command or unit to effectively and efficiently accomplish their wartime, training, and/or support mission. The approved USMC standard and productive duty weeks; along with other guidance provided in Appendix (F) will be applied in a series of calculations to derive the minimum manpower required by specific skill, as appropriate.

h. While the Manpower Estimates and MPTPs constitute top-down planning, post-fielding bottom-up refinements are required to inform the TFSP.

2. Roles and Responsibilities

a. DC CD&I. In accordance with references ((ac) through (ai), (ar), and (as)) DC CD&I is the designated manpower signature authority for all USMC and integrated USN/USMC acquisition programs, to include Manpower Estimates, MPTPs, and/or USN training system plans. DC CD&I is responsible for approving the factors, assumptions, methodologies and content on which the manpower estimates and MPTPs are developed.

(1) DC CD&I has designated TFSD as the overall coordinating authority/senior agency on all aspects related to manpower estimates and/or MPTP development. In this role the Director of TFSD is authorized to approve and/or perform the following actions:

(a) In coordination TECOM, approve the template/format used by PMs for all manpower estimates and MPTP documents.

(b) Review and approve all facts, assumptions, methodologies, and tailored analysis used in development of manpower estimates and MPTP.

(c) Approve manpower and other aspects of final MPTP documents that are not delegated to the CG, TECOM.

(d) Review all manpower estimates before submission to DC CD&I for approval/signature.

(e) Ensure the final manpower estimates and MPTP documents, once approved, are loaded into TFSMS for appropriate actions.

(f) Facilitate timely return of approved manpower estimates and MPTP documents to the appropriate PM to support dissemination to enterprise agencies, Milestone Decision Authority, the Office of the Under Secretary of Defense and other agencies as required.

(g) Coordinate with the Commander, MARCORSYSCOM, PEO LS, and CG, TECOM in the establishment of a Manpower & Training Acquisition Review Panel to:

1. Standardize analysis practices in relationship to manpower estimate and MPTP document development.

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2. Review the combined impacts of acquisition programs on manpower and training across the enterprise.

3. Standardize methodologies and practices used across programs and acquisition categories.

4. Improving requirements generation related to HSI and training system development; in effort to support a collaborative role for assessing training effectiveness for new or updated acquisition programs.

5. Establish and/or improve relationships between acquisition PMs, TECOM, and the management of standard training devices.

(2) DC CD&I, when requested by the PM, will provide the following personnel to serve on IPTs or advisory WGs to facilitate the manpower estimate and/or the MPTP development process.

(a) The CIO for the acquisition program/capability being evaluated by the manpower estimate and/or MPTP process. This designee will:

1. Serve as the Capability Integration Division Representative and core member of all IPTs or advisory groups.

2. Ensure the AAO used to conduct the analysis for the manpower estimate or MPTP is the AAO in TFSMS, which is the authoritative source for all USMC equipment requirements.

3. Assist with clarification of matters relating to the SON, the CDDs or the COE, as required in the development of acquisition manpower estimate and/or MPTP documents. Furthermore, the CIO will coordinate and/or provide Letters of Clarification when required.

4. As part of the JCIDS process ensure, Initial Capabilities Documents, CDDs, SONs, and Capability Production Documents are accurate and contain as much information as possible to facilitate manpower estimate and MPTP development. This information should adequately describe operator, maintainer and support personnel roles and identify any drivers, constraints, or limitations which impact manpower. This data lays the ground work to begin the manpower estimate and MPTP development process, and must be accurate and complete as possible.

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5. Provide insight on matters dealing with capability needs statement requirements and CBA to include CONOPS, COE, manning, training, and maintenance concepts.

6. Advocate and serve as liaison with Capabilities Development Directorate leadership for manpower estimate and MPTP decisions that may impact requirements.

7. Ensure manpower assumptions to include the CONOPS, COE, maintenance, training, and support functions are aligned with original CDDs.

(b) An analyst/action officer from DC CD&I (TFSD). This designee will:

1. Ensure the manpower estimates and MPTP take into account future programmed force structure changes across the Total Force.

2. Document and facilitate coordination between the PM, TECOM, and DC CD&I, as required.

3. Recommend other ad hoc manpower and personnel representatives to support IPT and WGs, as required.

4. Coordinate with other DC CD&I (TFSD) analysts for current or planned updates to T/O&Es, as required.

5. Provide input to IPT and advisory groups regarding the manpower impacts and strategy.

6. Review IPT and WG analyses and recommend manpower planning solutions.

b. CG TECOM. CG TECOM has been designated by DC CDI as the agency to evaluate and address training implications as part of the manpower estimate and/or MPTP process. In coordination with DC CD&I, the CG TECOM is authorized and/or required to:

(1) Approve or designate a representative to approve training aspects of final MPTP documents.

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(2) Ensure all directions/recommendations made in, or as part of, a Manpower Estimate or MPTP, effecting training or readiness, are documented for incorporation into applicable T&R manuals.

(3) Designate analysts/action officers from TECOM. This designee will:

(a) Serve as core member of IPT and/or WGs.

(b) Coordinate for other ad hoc TECOM representatives to support the IPT and/or WGs, as required (e.g., school houses etc.).

(c) Coordinate current training documentation to support manpower and/or MPTP analyses (e.g., program of instructions (POI), T&R manuals, and cost data).

(d) Provide input to IPTs and advisory groups regarding the training impacts, requirements and strategy.

(e) Review manpower estimates and/or MPTP analyses and recommend training/planning solutions.

(f) Coordinate subordinate actions required to ensure the effective and timely execution of the MPTP to include but not limited to updates to applicable T&R Manuals, initiation of POI and curriculum updates, and review and acceptance of training products (e.g., curriculum, TADSS).

(g) Liaise with CG TECOM or his/her designated representative for signature during the final MPTP routing.

c. PMs. The preparation and development of manpower estimates and MPTPs are the responsibility of the PM (this term is synonymous with Resource Sponsor used in other DoD and DON instructions) in conjunction with input from the Advocate and program stakeholders in accordance with references (ad) and (ae). Generally, MARCORSYSCOM is the PM for USMC Ground Acquisition Programs. However, Other PEOs or other System Command Commanders may be assigned this responsibility dependent upon the category of acquisition program. In either case, the PM is responsible for funding the preparation and development of the manpower estimate and/or MPTP. Where appropriate, the commander or PEO should provide executive review and concurrence of manpower estimates and/or MPTP before final submission to DC CDI for approval/endorsement.

(1) The PM shall ensure the factors, assumptions, and methodology used to develop manpower estimates or MPTP are approved by DC CD&I or his designate representative prior to the development of these documents.

(2) The PM shall convene manpower estimate and/or MPTP advisory groups and/or IPTs to support MPTP development.

(a) The manpower estimate and/or MPTP advisory groups and/or IPTs should consist of representatives from TECOM, DC CD&I (TFSD), Sponsor/OCCFLD specialists, CIOs, and program team members.

(b) Ad hoc members shall be requested and/or added as required.

(c) The manpower estimate and/or MPTP advisory groups and/or IPTs should draft and review methodologies for submission to DC CD&I for approval.

(3) Manpower estimates and/or MPTPs shall be tailored to fit the technology, system, or program under review, and approved by DC CD&I. The analysis conducted to support the development of these documents shall be based on this tailored approach and be based off the methodologies which have been approved by DC CD&I for the specified program.

(a) Acquisition programs or systems following a standard acquisition model shall conduct their analyses using the program's AAO and the impacted units' T/O&E starting on the date of FOC through the following seven years.

(b) Acquisition programs or systems following a hybrid or incremental/phased acquisition model shall, as appropriate, conduct their analysis using the program's incremental or phased approach AAO and impacted unit's T/O&E at the intended fielding date. PMs shall conduct subsequent analyses as needed to support fielding of follow-on phases or incremental capabilities development.

(c) Acquisition capabilities, programs, and/or systems introduced post Milestone B or C which are not based on an AAO shall conduct their analysis using the program's requirements documents and impacted unit's T/O&E at the intended fielding and/or operational date. PMs shall conduct subsequent

analyses as needed to support fielding of follow-on phase or incremental capabilities development.

(4) Ensure the final manpower estimates and MPTP documents, once approved, are forwarded to proper DoD or other agencies as required by statute or regulations.

(5) PMs shall use the DC CD&I approved manpower estimate and/or MPTP template for all USMC acquisition programs.

d. Commander MARCORSYSCOM. Commander MARCORSYSCOM shall develop, maintain, publish, and update a standard USMC template for manpower estimates, and a standard template for MPTP to be used by all PMs. Additionally, the MPTP template shall serve as the USMC approved format for Training System Plans when required. It is critical these approved documents be utilized and submitted in a timely manner to prevent needless milestone decision delays. In coordination with DC CD&I, the Commander MARCORSYSCOM is authorized and/or required to:

(1) Ensure that manpower estimate and MPTP templates and updates to these documents are reviewed and approved by DC CD&I prior to publication.

(2) Ensure these approved templates provide the content requirements to outline the program's manpower estimate and/or MPT strategy as required by governing statutes, regulation, instruction or orders.

(3) Develop a repository and/or library for storage of manpower estimates and/or MPTPs to be used for document updates and for historical records.

e. Functional Proponent. The role of Proponents cannot be overstated in the Manpower Estimate and MPTP development process. Proponents provide SMEs to participate in IPT meetings for the validation of concepts from which these documents are developed, ensuring they are aligned to meet real world commitments. Functional Proponents shall:

(1) Review initial, final, and other pertinent updates to manpower estimates, MPTPs and other documents relative to the development process.

(2) Ensure OccFld managers and MOS specialists are assigned to relative MPT IPTs in support of manpower estimate/MPTP development.

(3) Support the development process for these required acquisition document.

3. Manpower Estimates

a. Manpower estimates are required by statute for ACAT "IC" and "ID" programs, in accordance with reference (aq). At the request of DC CD&I as the manpower authority per reference (ad) and (ae), manpower estimates shall also be developed for other ACAT programs that are manpower significant. Manpower estimates are required for Milestone B, C, and FRP decision reviews. The manpower estimate builds on preliminary judgments on manpower program affordability assessments made during the JCIDS process. Manpower estimates will provide a more detailed assessment of the manpower required for the new system and for the retired/replaced predecessor system and/or systems being updated. Manpower estimates serve as the authoritative long-range forecast of manpower (military, civilian and contractors) ensuring the availability of manpower resources in future years, affordability of acquisition programs from an end-strength and civilian FTE perspective, and funding availability if contract support is required. Data from the manpower estimates support development of life-cycle cost estimates, supportability plans and other documents required for milestone decisions, low-rate initial production and full-rate production decisions of acquisition programs and strategic manpower planning for DoD and the USMC. Preliminary assessment of manpower affordability shall be based on long-range forecasts of the workforce (AC/RC end strength, civilian FTE, and/or contractor support), plans for retirement or transfer of predecessor systems, and broad estimates of manpower required for the new capability. Manpower estimates should lay out a plan to mitigate and/or eliminate critical out-year shortfalls and address the determination of manpower mix and inherently governmental functions as required by reference (ah). The Manpower Estimate shall cover the whole system life cycle beginning with fielding and extending through system disposal. Further information is available on the MARCORSYSCOM website at:
<http://www.marcorsyscom.usmc.mil/sites/acalcp/mpt/index.html>. In accordance with reference (ac), at a minimum the Manpower Estimate shall contain the following:

(1) Cover Memorandum and/or Executive Summary. Briefly identifying the program and milestone under review, resource shortfalls and personnel issues that affect the components structure and individual account. Describe manpower increases

above programmed levels and any waivers to existing constraints/restrictions. Identify any program risks and if manpower objectives/thresholds and key performance parameters will be met or exceeded in the Risk Assessment section of the Manpower Estimate.

(2) System Description. The Manpower Estimate shall include only information explaining the factors and assumptions used to estimate the manpower.

(a) System Name/Description. The Manpower Estimate shall provide the name of the system, its purpose, and the TAMCN, if applicable. It shall provide a brief description of all hardware and software items that constitute the system, to include essential support equipment, training devices, simulators, and special test equipment.

(b) Operational Concept. The estimate shall include a description of the operation strategy and address the roles of both Active and Reserve units, if differences exist. It should specifically state if the system will be used as a weapon against an enemy, in support of other combat operations, or in general support of other military operations.

(c) Maintenance Concept. The estimate shall include a brief description of the maintenance strategy both for the hardware and software, as well as address operator/crew levels required, field/intermediate and depot levels. The estimate shall identify personnel support required levels, manpower mix criteria, and DoD function codes that are required during peacetime and war.

(d) Support Concept. The Manpower Estimate shall address strategy for supply, repair parts distribution, security, base operating support, lifecycle system management, warehousing, disposal, environmental clean-up, and other support.

(e) Training Concept. The Manpower Estimate shall summarize the training strategy and address the extent to which the system will rely on training aids, devices, simulators, embedded training, and distributed learning. The description shall cover unit sustainment as well as collective and joint training. Additionally, it shall address training throughput at formal learning centers and determine sufficiency of formal schools for system requirements. Civilian training shall be

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addressed if the workload is significant enough to require additional manpower.

b. Personnel Factors. The estimate shall summarize key personnel decisions or assumptions that have a significant effect on the manpower (e.g., plans for developing new career fields or restructuring).

c. Reengineering Initiatives and Studies. The estimate shall include plans for base closures, restructuring initiatives, or other initiatives that will significantly affect the quantity or mix of military, civilian manpower, and contract support.

d. Manpower Summary. The estimate shall include the total manpower requirements and authorizations needed to operate, maintain, support, and provide training for the system. It shall report the military (officer, warrant officer, and enlisted) and civilian (U.S. and foreign national) manpower, and contractor work-year equivalents for each FY of the program, from initial fielding through system disposal. The Manpower Estimate shall describe estimation methodologies, workload factors, methods used to determine the manpower mix (to include inherently governmental), and assumptions used to estimate the manpower.

e. Affordability Assessment. The manpower estimate shall address whether the system is affordable from a manpower perspective (e.g., sufficient resources to operate, maintain, support, and provide training for the system/program). When assessing manpower affordability the following shall be addressed: new and replaced systems, resource shortfalls, personnel assessment, risk assessment, and a plan to mitigate any shortfall and/or risk.

(1) Risk. Manpower estimates shall strive to capture and document all risks which would negatively impact personnel and the resources allocated to the program or system. The risk captured should focus on manpower/personnel required to operate, maintain, support, and/or train the program or system.

(2) Mitigation. Manpower estimates shall use advisory group and/or IPT members to outline detailed actions required to mitigate any risk noted. Mitigation strategies may include, but are not limited to: Organizational changes, MOS changes, AAO changes, and concept of operation and/or employment changes to mitigate identified risks.

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f. The outcome of a manpower estimate is captured in a Manpower Estimate Report which is forwarded to appropriate DoD and other agencies, as required. An estimate of manpower for all other programs is captured in the program's MPTP.

4. Manpower, Personnel and Training Plan (MPTP)

a. Manpower, personnel, and training are three of the seven domains within HSI. Humans Systems Integration is part of the systems engineering process and program management efforts that provide integrated and comprehensive analysis, design and assessment of requirements, concepts, and resources for system manpower, personnel, training, human factors engineering, personnel survivability, habitability, and safety and occupational health. Humans Systems Integration includes the methods, models, hardware/software tools, management and operating processes, documentation, system design features, and data for integrating the human into the system. Manpower, personnel, and training plans, and training support plans are two integrated product support planning elements that must be managed and resourced throughout the acquisition program's lifecycle logistics process. Marine Corps ACAT "I" through "IV" programs and AAPs shall be evaluated for MPT impacts, in accordance with reference (ae).

(1) Manpower, Personnel & Training Plans are developed to fulfill acquisition programs' regulatory MPT requirements. This action ensures compliance and requirements traceability in support of new and or modernized USMC capabilities.

(2) Manpower, Personnel & Training Plans identify MPT needs, concepts, strategies, constraints, risks, data and resources. MPTPs guide program and budget decisions.

(3) Manpower, Personnel & Training Plans are a regulatory program document for all ACAT "I" through ACAT "IV" programs and mandatory for AAPs.

b. Manpower, Personnel & Training Plans shall be based on a tailored analysis that estimates and/or evaluates the manpower and facilities required to operate, maintain, train, and support the program. Various types of HIS and manpower, personnel, and training analyses may be required to determine MPT requirements and develop the MPTP. Analyses may include, but are not limited to: job task analysis, manning and workload analysis, training system requirements analysis, learning analysis, methods and media analysis. PMs shall determine the types of analyses,

tools, and modeling & simulations which best suit the needs of the program. All analysis will be based on the approved manpower factors, and methodologies, and assumptions of DC CD&I or his designated representative.

(1) The outcomes of MPT analyses are typically summarized in program's Manpower Personnel Training Analysis report (MPTA) report (MAR).

(2) Programs following a hybrid or phased/incremental acquisition strategy may not have all the necessary data at Milestone C to complete a final MPTP. In those cases signature authorities will work with PMs to determine an alternate submission timeline so as to not impede milestone decisions at Milestone C. In some cases programs may require multiple MPTP updates according to its phased or incremental delivery schedule. Minor updates (e.g., changes to programmatic information or fielding timelines) with signature authority concurrence can be addressed via a program memorandum to the record.

c. In alignment with the JCIDS process and regulatory requirements, programs will comply with the following submission requirements:

(1) Milestone A. A draft MPTP may be developed if deemed necessary by the PM to provide conceptual MPT strategies that inform other programmatic documents and characterize the integration of training technologies (e.g., embedded training) into systems design to enhance warfighter capabilities development.

(2) Milestone B. A preliminary MPTP is developed and submitted to the MPT IPT for review and feedback. Content of a preliminary MPTP should be mature to the level expected for a pre-Executive Milestone Decision phase program. Content expectations for a P-MPTP can be found in the MPTP Template.

(3) Milestone C. A final MPTP is submitted for approval of the signature authorities. Content of the MPTP should include MPT solutions, resource requirements, and actions needed for effective implementation. Content expectations for final MPTP can be found in the MPTP Template. Those ACAT III and IV programs and AAPs entering the acquisition process at Milestone "C" will have an approved and signed MPTP prior to the FRP decision.

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(4) FRP Decision. The MPTP will be updated prior to the FRP decision to capture MPT changes learned through operational testing and initial fielding. Minor updates (e.g., changes to programmatic information or fielding timelines) with signature authority concurrence can be addressed via a memorandum to the record.

(5) Post FRP Decision. Post-FRP MPTP shall be updated as required to address significant MPT requirements (e.g., changes to capability, concepts of employment and/or maintenance, manpower, or formal school resource requirements) due to system configuration changes.

(6) Submission for approval timelines must take into account adequate staffing, review, and adjudication of comments. It is recommended staffing of final MPTP for signature begin no later than 6 months prior to the Milestone C decision. DC CD&I (Dir TFSD) will approve MPTPs only after CG TECOM or his/her designated representative has signed the MPTP approving all training aspects.

d. The approved MPTP outlines the Enterprise's strategy for the MPT solutions to support a new and/or modernized acquisition program and capability. It is the PM's responsibility to develop the MPTP in conjunction with applicable references in collaboration with a chartered MPT IPT as directed by MARCORSYSCOM MPT Process.

Chapter 9

Maintain Force Structure

1. General. As TFSMS is the authoritative database for the USMC Total Force, all changes to force structure will be initiated by a TOECR. This is applicable to "Top down" strategic level changes resulting from FSRs, to "bottom up" refinements from commanders. This chapter addresses the policy and procedures for submission, coordination, and implementation of a TOECR.

2. TOECR Overview

a. All commands must submit TOECRs electronically through the TFSMS workflow process. Further guidance on the submission of these electronic TOECRs is provided below in paragraph c. Required documents and templates for TOECRs may be found on the TFSMS website at https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_REFERENCES.

b. Work Flow Process

(1) To coordinate processing TOECRs for the Total Force, TFSMS has been designed with an automated work flow to facilitate integrated staffing and coordination.

(2) Workflows. There are several different workflows which address TOECRs involving different aspects related to both manpower and equipment. The specific nature of these workflows and further detail regarding TOECRs can be found in the TFSMS User's Manual at https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/MAIN/TAB_HELP.

(a) The Chain of Command Workflow is the unit level workflow for units from the Bn/Squadron/Base level through the Marine Forces level to request adjustment to force structure.

(b) The Functional Direct Workflow is used within certain HQMC Departments and USMC Agencies to request adjustment to force structure.

(c) The Program Management Team "PMT" Workflow is managed by MARCORSYSCOM to update and approve specific MARCORSYSCOM-controlled data attributes.

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(d) The CAR Workflow is used and managed by MARCORSYSCOM to initiate CAR TOECRs to MARCORLOGCOM for approval of CAR TOECRs (ex., Establishing NSNs and Item Designators).

(e) The Task Organized Workflow is used for the purpose of establishing and managing Task Organized EDLs within TFSMS to support operational requirements for asset visibility. The EDLs created in TFSMS are not additive to the AAO.

(f) The Baseline MEB Workflow is a DC CD&I workflow used to create and manage baseline MEB structure within TFSMS.

(g) HQMC Special Workflow is managed by DC I&L and MARCORLOGCOM to register 6000 Series and "Quebec", TAMCNs in TFSMS.

(h) The COE workflow is used by DC CD&I functional integration divisions to manage and calculate equipment requirements related to individual equipment.

(3) A TFSMS notification will be made at the Major Subordinate Command, MEF and MARFOR Commander levels. The notification process will allow comments and concurrence to be appended to the TOECR as it is routed to DC CD&I (TFSD).

(4) The roles and responsibilities within TFSMS are broken into four groups comprised of Node Managers, Owners, Receivers, and Forwarders/Command Forwarders. The specific roles associated with each of these assignments can be found in the TFSMS Quick Reference Guide at https://tfsms.mccdc.usmc.mil/portal/page/portal/TFSMS/CONTENT/HELP/USER_HELP_DOCUMENTS/DOCUMENTS_FOR_BASIC_USERS/QRG%20_06052013V3.docx.

c. Submission requirements

(1) Commands submitting TOECRs through the Chain of Command or Functional Direct Workflows will do so electronically. Since force structure can be very complex and diverse between the various MAGTF Elements within DC CD&I (TFSD) the following guidance is provided with regard to the CE, GCE, ACE, and LCE:

(a) If the electronic TOECR involves less than 30 line items of structure (billets and/or equipment), the submitting unit may complete all actions (to include appropriate keypunching actions) associated with the TOECR but only upon

prior coordination with the appropriate MAGTF Element within DC CD&I (TFSD). Based on this coordination, the applicable MAGTF Element will make the final determination on keypunching responsibilities. The actions for the electronic TOECR should include:

1. Create the appropriate TOECR description (naming convention discussed in paragraph (5).(a) below).

2. Attach a cover letter signed by the appropriate leadership (to include endorsements from the MARFOR) providing justification.

3. Include a spreadsheet with the requested changes created from the latest exported T/O&E from TFSMS. This ensures the latest approved data is used to reflect the proposed changes. Additionally, there is no requirement to submit a NAVMC 11355 as the form is now obsolete.

4. Keypunching of the appropriate changes involving 30 line items of structure or less by the submitting unit if pre-coordinated with the appropriate MAGTF Element.

(b) If the TOECR involves more than 30 line items of structure, the submitting unit must coordinate with the appropriate MAGTF Element, but will not be authorized to keypunch any of the changes associated with the TOECR due to the complexities in force structure. The actions for this electronic TOECR should include:

1. Create the appropriate TOECR description (naming convention discussed in paragraph (5).(a) below).

2. Attach a cover letter signed by the appropriate leadership (to include the MARFOR) providing justification.

3. Include a spreadsheet with the requested changes created from the latest exported T/O&E from TFSMS. This ensures the latest approved data is used to reflect the proposed changes. Additionally, there is no requirement to submit a NAVMC 11355 as the form is now obsolete.

(c) The following guidance is provided for all TOECR's associated with the SE Branch:

1. If the electronic TOECR involves less than

30 line items of structure (billets and/or equipment), the submitting unit may complete all actions (to include appropriate keypunching actions) associated with the TOECR. The actions for the electronic TOECR should include:

a. Create the appropriate title (naming convention discussed in paragraph (5)(a) below).

b. Attach a cover letter signed by the appropriate leadership (to include the MARFOR) providing justification.

c. Include a spreadsheet with the requested changes created from the latest exported T/O&E from TFSMS. This ensures the latest approved data is used to reflect the proposed changes.

d. Keypunching of the appropriate changes involving 30 pieces of structure or less. Additionally, there is no requirement to submit a NAVMC 11355 as the form is now obsolete.

2. If the TOECR involves more than 30 line items of structure, the submitting unit must first coordinate with the SE Branch, and determination of keypunching responsibilities will be determined based on the TOECR complexities. The actions for this electronic TOECR should include:

a. Create the appropriate TOECR description (naming convention discussed in paragraph (5)(a) below).

b. Attach a cover letter signed by the appropriate leadership (to include the MARFOR) providing justification.

c. Include a spreadsheet with the requested changes created from the latest exported T/O&E from TFSMS. This ensures the latest approved data is used to reflect the proposed changes. Additionally, there is no requirement to submit a NAVMC 11355 as the form is now obsolete.

(d) Keypunching of the appropriate changes involving 30 pieces of structure or more by the submitting unit if pre-coordinated with the SE Branch.

(2) When a unit submits a TOECR via the chain of command, each reviewer in the chain must validate the request. Each reviewer will attempt to compensate any additional manpower requirements from within their current force structure. Additionally, the reviewer at each level is responsible for attaching all supporting documentation to the TOECR before submitting it to the next level in the chain of command. Information within supporting documentation should include, at a minimum, affected UICs, effective date(s), affected BICs, TAMCN(s), requested crypto equipment validation form, proposed changes, justification signed/or released by the unit commander or their representative.

(3) Proper endorsements from the chain of command up to and including the MARFOR Commander (or applicable Lieutenant General) are required to process all TOECRs.

(4) The originator of a TOECR within TFSMS shall not allow the TOECR to be in a "pending" status for more than 30 days to avoid possible conflict with other TOECRs associated with the same unit. TOECR in a "pending" status in excess of 30 days shall be canceled unless prior coordination with DC CD&I (TFSD) has occurred.

(5) TFSMS TOECR submissions must adhere to the standard naming convention listed below:

(a) For manpower TOECRs the description must start with the abbreviation of "MPR" (manpower changes), followed by the UIC, unit short name, effective FY (e.g., FYxx), and a brief summary of the requested changes. For example, a unit requesting to change the MOS of their Operations SNCO would name their TOECR "MPR MS4105 DEF LOG AGENCY (FY10) - Change the MOS of Operations SNCO In Charge from Gunnery Sergeant/0369 to Gunnery Sergeant/0491". For equipment TOECRs the description must start with the abbreviation of "EQP" (materiel changes) followed by the TAMCN and TAMCN description. For example, a request to change the End Item Exit Date of a TAMCN would name the TOECR "EQP E18887M, Tank Combat Full TR".

(b) Additional information on proposed changes should be described in the "TOECR Reason" field.

(6) TOECR Complexity. It is recommended all TOECRs be coordinated with DC CD&I (TFSD) prior to submission in TFSMS. Due to the complexities in our force structure, TOECRs initiating reorganizations or involving more than 30 lines of

data must be coordinated with DC CD&I (TFSD) prior to beginning the TOECR. A DC CD&I (TFSD) analyst will guide or complete the development of these complicated TOECRs. Submitted TOECRs involving more than 30 line items of data not pre-coordinated with DC CD&I (TFSD) shall be cancelled from TFSMS.

d. Processing

(1) Upon receipt of the change request, DC CD&I (TFSD) conducts action officer level analysis to determine TOECR compliance with the policies and procedures prescribed by this order. DC CD&I (TFSD) Capability Analysts will coordinate the adjudication of discrepancies and oversights at the action officer level prior to official staffing of the TOECR package.

(2) Subsequent to action officer level coordination/adjudication, DC CD&I (TFSD) will staff the request to applicable agencies and stakeholders (MOS Advocates and OccFLd Managers) within the TFSP via the MCATS for comments and estimates of supportability.

(3) Once the TOECR has been staffed and a determination has been made on the requested changes, the submitter will receive an automated electronic approval or disapproval notification via email. Rejection of a TOECR will be conveyed to the requesting authority or applicable commands by an explanatory memorandum.

(4) TOECRs will be processed as soon as possible within each ASR cycle. They will normally not exceed 30 days processing time provided all necessary documentation is provided and no adjudication is necessary.

e. ME TOECRs. Before submitting a ME TOECR to change an AAO, the following concepts must be understood.

(1) The AAO of a materiel solution will change over the course of the program's life cycle in response to changing force structure, revised concepts of employment, and updated logistical and maintenance considerations. Changes to the AAO can be attributed to eight change factors which affect equipment requirement. The eight change factors are listed below:

(a) Force structure adjustment, (e.g., the activation, deactivation, re-designation, reorganization, or relocation of units).

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(b) Policy changes within one of the elements of the AAO which impacts the AAO determination process.

(c) PO changes as a result of MPF and MCPP-N deliberate tailoring process.

(d) Changes in the criteria or values used to calculate the DMFA and WRMR.

(e) TAMCN identified as components to other TAMCNs (e.g., MRC 145, HMMWV is a class VII component to the radio).

(f) Changes made during milestone reviews which have an effect on the COE.

(g) Requirement changes for structure and equipment.

(h) Force structure reviews (FSR, FOR, AAO reconciliation, T/E review, etc.).

(2) The originator and reviewer of the TOECR must examine the following considerations when making an equipment change to ensure unintended consequences do not occur:

(a) Individual Equipment. A TAMCN with a calculated COE for each item of individual equipment based upon the unit's METs will only be adjusted if the calculation behind the COE is adjusted. The calculated COE is the tool used by DC, CD&I Integration Divisions to model and then distribute individual equipment requirements for TAMCNs assigned to chargeable structure. The calculated COE may also be used to assign an individual quantity based on the AAO quantities of another TAMCN (e.g., 1 bayonet for every M16A4 rifle). Additionally, an individual equipment requirement can be established by billet from an assigned weapon code.

(b) Organizational Equipment. Equipment listed as organizational equipment will not automatically adjust as force structure adjustments are made. Equipment requiring automatic adjustment based on force structure must be moved from organizational to individual equipment and have a calculated COE built.

(c) Items which require both organizational and individual quantities. A TAMCN with a "Type Allow" code of "B" is an item of equipment with both organizational and individual requirements. These TAMCNs contain both organizational

quantities and a calculated COE so a portion of the full requirement will automatically adjust with force structure changes.

(3) Change Process. The following rules apply when submitting equipment changes:

(a) It is the CIO's responsibility, as DC CD&I's representative, to maintain overall cognizance of the requirements pertaining to the material solution assigned. As any one of the above listed factors changes, a request is submitted to DC CD&I (TFSD) outlining the reason for the requested change. The CIO will evaluate the change and if deemed a valid requirement, the CIO will ensure the proper integration across the TF DOTMLPF&C pillars occur and submit the change to the AAO. This change will either increase the total requirement and be added as an unfunded requirement which the CIO enters into the POM, or reduce the total requirement which the CIO will validate. In both cases, the CIO will ensure the COE remains valid and the proper AAO adjustments are made in TFSMS.

(b) Changes to the AAO will be accepted after DC CD&I (TFSD) receives CIO concurrence, endorsement by the Integration Division Director and approval of Dir Capabilities Development Directorate in the standard "AAO change letter" format provided by DC CD&I (TFSD). TOECRs involving changes of more than (30) line items shall be coordinated with the CIO/Integration Division and DC CD&I (TFSD) prior to submission to mitigate potential adverse impacts to the AAO.

(c) For AAO changes which are decreasing the AAO, CIO concurrence to the change can be received in multiple forms to include in an email, but the most common form is a written concurrence in the history remarks in TFSMS. The concurrence from the Integration Division Director and Dir CDD must be in the standard "AAO change letter" format provided by DC CD&I (TFSD).

(d) For those changes which are increasing the AAO, CIO concurrence to the change must be in the form of the standard "AAO change letter". Within the AAO change letter it must be specifically stated if the changes to the AAO will incur a cost to the government or if the change is at no cost to the government. An AAO change may result in no cost to the government because the change has already been implemented in the POM cycle or because the inventory is already on hand. An

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AAO change may result in a cost to the government because the changes have not been implemented in the POM cycle and or the government will incur additional cost for the sustainment of on hand inventory which may have been identified as excess. All AAO increase letters must accompany the TOECR before routing to DC CD&I (TFSD).

(e) For those changes which are redistributing the AAO, CIO concurrence to the change must be in the form of the standard "AAO change letter". Within the AAO change letter it must be specifically stated if the changes to the AAO will be a zero sum gain at no cost to the government as the AAO is not increasing or decreasing.

(f) Changes to equipment requirements will not be based on fluctuating inventory levels; equipment inventory will not drive equipment requirements. The requirement established on the T/O&E in TFSMS drives the equipment inventory as it relates to the AAO process.

(4) Programs of Record. Should the development of a new program of record be required, the AAO process steps are captured in Chapter 7.

(5) Deliberate UNS and UUNS. If a Deliberate Universal Needs Statements or UUNS is found through the MCEIP to be a capability gap across the force, its solution may be proposed to become a program of record. The requirements for transitioning an UUNS to a program of record are outlined in Chapter 7.

f. Military Manpower TOECRs. Before submitting a military manpower TOECR, the following concepts must be understood:

(1) MOS are created and used by the TFSP and the HRDP to represent organizational skill requirements identified in a given T/O&E in TFSMS, and skill qualifications assigned to personnel in USMC Total Force System. The processes and procedures for changes to MOSs (add, delete, etc.) to include descriptions are addressed in accordance with references (n) and (o). MOS Manual changes are effected in TFSMS for the Total Force through the TOECR process. Resultant TOECRs should be submitted via TECOM to DC CD&I (TFSD) in accordance with references (n) and (o). TOECRs submitted in conjunction with a request to create a new MOS cannot be developed in TFSMS and should be presented in a Microsoft Excel spreadsheet with the necessary data per paragraph 2 of the Introduction to references (n) and (o).

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(2) Military Manpower TOECRs will be programmed for the out-years (no less than three years from current FY). Requests for in-year changes, with detailed justification, will be considered on a case-by-case basis and staffed to DC M&RA for an estimate of supportability.

(3) As stated earlier in chapter 2, requirements for the RC are divided into two main categories, SMCR and the IRR. The SELRES is subdivided into SELRES units, IMA and the AR Program. An understanding of reserve force structure, manpower inventory and management is required to build accurate requirements. Application of RC resources to structure can be summarized as follows:

(a) SELRES billets are manned according to reference (1), and the manning applied includes certain individual SELRES Marines in the training pipeline.

(b) If IMA structure requirements exceed authorized strength, authorized manning allocation is determined by DC M&RA (IMA PM) based on need and prior usage rates.

(c) AR structure is bought at 100 percent but manning is less because the program lacks a P2T2 program similar to the AC.

(4) Manpower inventory will not drive manpower requirements. Changes to manpower requirements will not be based on fluctuating manning/staffing levels or variation in the level of proficiency in the individual skills within particular MOS's or types and quantities of personnel on hand. The requirement established on the T/O&E in TFSMS drives the manpower inventory as it relates to the HRDP.

(5) Compensation. Compensation is the offset of a proposed billet increase to one T/O&E with a corresponding decrease from the existing or another T/O&E, from the perspective of maintaining a "zero sum gain" to the overall structure of the USMC. More specifically, compensation is the specific billet(s) used to offset a structure increase elsewhere, both of which possess similar billet characteristics and attributes.

(6) The originator and reviewer of the TOECR must examine the request to ensure:

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(a) Each task in the unit's METL supports specified tasks in the MCTL.

(b) Billet MOS will facilitate execution of tasks or provide critical support required for execution of tasks in the unit's METL, and billets being deleted or changed do not decrement the unit's ability to accomplish its METL.

(c) Billet requirements reflect the minimum number of billets needed to accomplish the unit's METL. This determination (mission task-function analysis) must be based on the unit's METs, other work measurement standards, the STFMP, OccFld data, and/or investigative studies. Appendix (D) provides clarification on the business rules for writing proper billet requirements.

(7) Manpower TOECRs shall result in a zero sum gain (e.g., adding billets to a unit will require equal compensation from within the requesting unit's force structure or from another identified source).

(8) The following rules apply when submitting compensated structure changes:

(a) AC Compensation

1. To use compensation from another organization, the TOECR must contain concurrence from MARFOR commander providing the compensation. Documentation showing concurrence will be attached to the TOECR.

2. Structure used as compensation should be equal grade and identical MOS compensation. For example, if a Gunnery Sergeant 0369 billet is being added, the billet used as compensation should be a Gunnery Sergeant 0369 billet.

3. Enlisted structure shall not be used as compensation for officer structure, or vice versa.

4. Officer billet compensation of opposite nature shall not be used; unrestricted officer compensation cannot be used for restricted officer and restricted officer compensation cannot be used for unrestricted officer.

5. RC billets cannot be used as compensation for AC billets, or vice versa.

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6. Civilian billets cannot be used as compensation for military billets, or vice versa.

7. USN billets cannot be used as compensation for Marine billets, or vice versa.

8. Billets containing an "X" (collateral duty billets) in the Billet Status field cannot be used as compensation for chargeable billets (those carrying an "A" or "R" in the Billet Status field).

9. Billets used as compensation must be validated by the originator to ensure they are not slated for deletion during the FYDP, or programmed for military to civilian conversion, etc.

10. Billets approved for deletion cannot be restored once the request has been approved and the updated force structure has been published. Once the new requirement is published in the ASR (normally in February and August), requests to restore deleted structure must follow the same policies and procedures as annotated in this order.

11. Compensation must be added and deleted in the same FY.

(b) Special Education Program (SEP) and Enlisted College Level Education Prerequisite Billets. Billets requiring additional college or graduate level education will follow the same procedures as all other billet requirements with the additive requirement to attach a NAVMC 11345, a Billet Education Evaluation Certificate (BEEC). NAVMC 11345 is located at the following location: <https://navalforms.documentservices.dla.mil>. The following BEEC considerations apply:

1. Advocates or MARFORS determining manpower requirements necessitating SEP/BEEC skills must coordinate with the OccFld Manager, MOS Manager and TECOM to select the specific course of instruction, name and location of school(s), and the best grade and MOS desired for the billet requirement. All SEP billet requirement requests must be coordinated with DC CD&I (TFSD).

2. Due to the extended training tracks involved with SEP billets, it must be understood that compensation may not be one for one. DC M&RA will calculate the compensation rate based upon the increased P2T2 requirements and course

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length. In most cases establishment of a SEP billet requires a 3 to 1 ratio for compensation. This is a sunk cost and utilizing a SEP billet for compensation shall not render a savings of more than a single structure space in return.

3. The Advocate for the specific new SEP/BEEC Billet will submit a TOECR including a completed BEEC Form and submit via the TFSMS to DC CD&I (TFSD). DC CD&I (TFSD) will staff the TOECR request via MCATS tasker to the OccFld Manager and DC M&RA (MMOA/MMEA and MPP-50) for supportability and determination of compensation cost. If the OccFld Manager or DC M&RA non-concur to a specific BEEC they will need to identify the specific BEEC/BIC and reply with reasons for their non-concurrence. DC CD&I (TFSD) has the final authority decision on all non-concurrences.

4. Once the TOECR has been approved, a signed approval letter will be forwarded along with the original TOECR request and signed BEECs to the Advocate, OccFld Manager, DC M&RA, TECOM (G-1) and the USMC University for record keeping purposes.

5. Advocates and OccFld Managers may recommend modifications to established billets or existing BEECs, and will include comments from affected commands with the request. DC CD&I shall make the final determination on establishing SEP billet requirements when a disagreement exists between the Advocate, OccFld Managers, or DC MRA.

6. BEECs will be validated every 36 months by the Advocate, OccFld Managers and DC CD&I (TFSD) for accuracy and or changes. BEEC validations will not be sent to DC MRA (MMOA/MMEA and MPP-50) for comments or concurrence.

(c) GO Billets. Position descriptions are required for all GO billet additions, deletions, or modifications. All requests for changes in GO structure will be coordinated with the Manpower Management Senior Leader Branch at M&RA.

(d) RC Compensation (SMCR and IMA)

1. To use compensation from another organization, the TOECR must contain concurrence from the MARFOR commander providing the compensation. Documentation showing concurrence will be attached to the TOECR.

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2. Structure used as compensation should be equal grade and, whenever possible, identical MOS compensation. For example, if a Gunnery Sergeant 0369 billet is being added, the billet used as compensation should be a Gunnery Sergeant 0369 billet, any exception requires prior coordination with Reserve Affairs Policy.

3. Enlisted structure shall not be used as compensation for officer structure, or vice versa.

4. Officer billet compensation of opposite nature shall not be used; unrestricted officer compensation cannot be used for restricted officer and restricted officer compensation cannot be used for unrestricted officer.

5. RC billets cannot be used as compensation for AC billets, or vice versa.

6. USN billets cannot be used as compensation for Marine billets, or vice versa.

7. Billets containing an "X" (collateral duty billets) in the Billet Status field cannot be used as compensation for chargeable billets (those carrying an "A" or "R" in the Billet Status field).

8. Billets used as compensation must be validated by the originator to ensure they are not slated for deletion during the FYDP, or programmed for military to civilian conversion, etc.

9. Billets approved for deletion cannot be restored once the request has been approved and the updated force structure has been published. Once the new requirement is published in the ASR (normally in February and August), requests to restore deleted structure must follow the same policies and procedures as annotated in this order.

10. Compensation must be added and deleted in the same FY.

(9) Mapping. Mapping is an internal DC CD&I (TFSD) capability. The approval to map billets will be made at DC CD&I and executed exclusively by DC CD&I (TFSD).

(a) Mapping is a procedure which denotes a military BIC is being temporarily associated with an organization other

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than the parent UIC to which it belongs, typically in a different geographical location. Mapping allows for short-term requirements to be met without permanently modifying the true wartime requirement due to geographic laydown. It provides a mechanism for individuals to be staffed to units other than the billet's parent organization.

(b) Mapped BIC Attributes

1. The MCC and Reporting Unit Code will be modified in the source to reflect the actual physical location of the billet.

2. The grade and MOS of the billet being mapped may not change, however an alternate billet description, series, etc. can be displayed on the receiving unit's T/O&E.

3. Mapped BICs will retain the MPL of the parent UIC.

4. Civilian billets may be mapped to show funding ownership against actual working location and are not necessarily temporary in nature.

5. In the source UIC, the mapping indicator will reflect mapped to "MT" and the receiving UIC mapping indicator reflects mapped from "MF". Chargeability will always remain with the source UIC, however the BIC will be displayed in both locations. When pulling T/O&E reports, the mapped BIC will be displayed on both the source and the gaining T/O&E and tagged with either "MT" or "MF".

6. No changes to billet status codes occur in TFSMS with respect to mapping.

7. Individual equipment requirements will continue to be managed and calculated at the parent unit.

3. Change Process for Joint Manpower Requirements

a. Combatant Commander, The Joint Staff, and Controlled Activities. Changes to existing requirements within the joint manpower program are coordinated semi-annually according to the process outlined in reference (s), and managed by the Joint Staff J-1. All change requests received by DC CD&I (TFSD) via this process are routinely staffed to DC M&RA and the Advocate for the affected OccFlds of each billet for estimates of

supportability. DC CD&I (TFSD) provides a recommended Service position on each proposed change in the form of a draft USMC Planners Memorandum for an official response to the Joint Staff delivered via DC PP&O (PLJ/JACO). Subsequent to this initial coordination, TOECRs are completed upon receipt of an official "Implementer" memo issued by the Joint Staff.

(1) Service initiated changes. Periodically, the USMC initiates changes to existing joint manpower requirements due to OccFld/MOS conversions or consolidations, grade shaping, etc. USMC changes to joint requirements must be submitted to DC CD&I (TFSD) via TOECR for further coordination with the respective joint organization via the Joint Staff J-1. USMC initiated changes to resource levels (additions/subtractions) must be coordinated during the annual PBR).

(2) New Joint Manpower Requirements (Growth). Requests for additional joint manpower above currently approved levels flow through the Joint Manpower Validation Process (JMVP), as defined by reference (s), and updated annually by a bulletin to this directive as well as Vice Chairman of the JCS guidance. Both PP&O (PLN) and DC CD&I (TFSD) represent USMC interests throughout this process. During this process, support or non-support of additional joint manpower without offsets (compensation) will be based upon the most recent CMC/ACMC guidance on joint growth. New joint manpower requirements will be added to the approved tables of organization only upon receipt of a signed RMD. The RMD must clearly identify the specific quantity of USMC manpower resources to be programmed under the specific joint organization.

(3) Returns of Joint Manpower to the USMC. Joint manpower requirements are dynamic. Requirements and resources are routinely shifted between commands and programs, while new organizations are established and disestablished by the SECDEF and the CJCS. Disestablishments and/or returns of billets and resources to the USMC as efficiencies are documented in the annual RMD document. Billets and resources returned to the USMC are returned to CMC and are available for reallocation only as directed by CMC.

(4) Joint Manpower TOECR Procedures

(a) The Joint Staff J-1 forwards all proposed JTD/JTMD changes to DC CD&I (TFSD) via the JACO, PP&O/PLJ. These actions are received in the form of a MCATS task to DC CD&I (TFSD).

(b) Upon receipt, and subsequent DC CD&I (TFSD) analysis, the request is staffed via MCATS to all affected stakeholders to include DC M&RA (MMOA/MMEA) and all impacted Advocates/Billet Sponsors/OccFld Managers.

(c) Once staffing is complete, DC CD&I (TFSD) responds back to the Joint Staff via JACO, in the form of a response to the original MCATS task. A DC CD&I (TFSD) recommendation for concurrence with comments and/or non-concurrence is submitted with a proposed USMC Planners Memorandum, or USMC Planners Divergent View Memorandum. USMC Planners Divergent View Memorandums require Dir, Capabilities Development Directorate, or higher level GO approval. The USMC Planner (Colonel) within PP&O/PLJ reviews and signs the completed memorandum, and forwards the formal response to Joint Staff J-1.

(d) Once coordination is complete, the Joint Staff J-1 issues an "Implementer" memorandum, requesting the Services update their manpower records according to the agreed upon changes. DC CD&I (TFSD) utilizes the Implementer as the basis to initiate a TOECR, utilizing all of the information described above as source documentation. The TOECR is subsequently forwarded via TFSMS workflow to DC CD&I (TFSD) Ops for approval.

(e) Automatic changes. Reference (s) authorizes the Combatant Commander to make a range of JTD/JTMD changes without Service coordination. This includes movement of billets between branches/departments not involving location (MCC) change; billet description changes, school and other special requirements (footnote level) changes. DC CD&I (TFSD) identifies these changes during annual JTD/JTMD versus T/O reconciliations, and makes changes as appropriate. Any substantive change will be coordinated with DC M&RA and affected OccFld via DC CD&I (TFSD) initiated TOECR.

4. Change Process for External Manpower Requirements

a. External Organizations. For external organizations outside the scope of the joint manpower program (e.g., Defense Agencies, other Services, etc.) manpower changes are coordinated directly with the agency upon receipt of a TOECR; reference (g) is provided to assists with validation of billets external to the USMC. TOECRs from USN organizations flow via the chain outlined below. Since external agencies are not included within TFSMS workflow, these requests may be forwarded via hardcopy, and addressed to DC CDI (ATTN: DC CD&I (TFSD)/SE Joint) for

action. Upon receipt of the TOECR, DC CD&I (TFSD) will follow all standard procedures for staffing and processing of the request as described in this section. DC CD&I (TFSD) will reply to the requesting organization via hardcopy standard naval letter upon final disposition of the TOECR.

(1) Service initiated billet changes. Periodically, the USMC initiates changes to existing external manpower requirements due to OccFld/MOS conversions or consolidations, grade shaping, etc. USMC changes to external requirements must be submitted to DC CD&I (TFSD) via TOECR for further coordination with the respective organization.

(2) Changes to Resource Levels (Growth)

(a) OSD, Defense Agencies and Field Activities and other External Organizations with Programmed Resources. Changes to resource levels must be coordinated during the annual PBR. As with joint manpower, USMC support or non-support during the PBR of additional manpower resources for these organizations without offsets (compensation) will be based upon the most recent CMC/ACMC guidance. New manpower requirements will be added to approved T/Os of these organizations only upon receipt of a signed RMD. The RMD must clearly identify the specific quantity of USMC manpower resources to be programmed under the specific organization. A TOECR must be submitted, citing the specific section of the RMD which approved the resource transfer.

(b) Jointly Manned Activities, Other Services, Non-DoD Organizations. As described in Chapter 2, resource levels at these organizations are established within the organization's initial charter, an MOU or equivalent source document. Resource level changes must be made in accordance with, and as an addendum to the initial agreement. As with joint manpower, support or non-support of additional external manpower without offsets (compensation) will be based upon the most recent CMC/ACMC guidance. Requests should be forwarded directly, or via Advocate, to DC C&DI for determination.

(c) Marines assigned to the Office of the SECNAV, Chief of Naval Operations Staff, Operating Forces and Shore Establishment of the USN. Resource levels at these organizations are established based upon the validation and approval of each manpower requirement (structure). As with joint manpower, support or non-support of additional USMC manpower detailed to the USN, without offsets (compensation),

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will be based upon the most recent CMC/ACMC guidance. Changes in manpower requirements/resource levels must be requested as follows:

1. SECNAV and Chief of Naval Operations Staffs. Submit TOECRs to DC CD&I (Attention: SE/Joint) via DMCS.

2. Operating Forces. Submit TOECRs via Fleet chain of command through echelon 2. The TOECR should be forwarded from the echelon 2 command to the appropriate Commander, Marine Corps Forces (COMMARFOR) for endorsement en route to DC CDI.

3. Shore Establishment. Submit TOECRs via chain of command through echelon 2 to DC CD&I via appropriate MARFOR.

(3) Returns of External Manpower to the USMC. Billets and resources returned to the USMC are returned to CMC and are available for reallocation only as directed by CMC.

5. Joint Duty Assignment List (JDAL) Management

a. JDAL billets. Upon release of the annual JDAL, DC CD&I (TFSD) coordinates with DC M&RA (MMOA) and the Advocate for the affected OccFld to make appropriate MCC changes within TFSMS as required. DC CD&I (TFSD) will initiate a TOECR annually, and others as required periodically, to ensure the JDAL and TFSMS are fully synchronized. DC CD&I (TFSD) assigns all JDAL billets to an MCC within the "N" series. Billets designated as Joint Critical are assigned MCCs in the "NJ" or "NK" series. The "N" series MCCs are designed to be exclusive to JDAL. Additionally, DC CD&I (TFSD) completes the Joint Requirements section within TFSMS billet attributes for all JDAL billets. Billets with a "stop date" listed on the annual JDAL will be re-coded with a non N-series MCC.

b. JDAL Manning. JDAL billets will be staffed in accordance with reference (1).

6. Resourcing (Programming) Joint and External Manpower

a. Joint Manpower Program. Validated requirements generated by the JMVP are forwarded to the annual PBR conducted by the OSD for resourcing.

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b. OSD, Defense Agencies and Field Activities and other External Organizations with Resources Programmed by DoD. Since there is no JMVP-like formal manpower requirements generation process for these organizations, requests for new manpower are forwarded to the PBR in the form of an Issue Paper.

c. PBR Process

(1) DC CD&I (TFSD) and DC M&RA represent USMC interests within the budget review's Manpower Issues Team. After Action Officer (AO) level deliberations, the Manpower Issues Team makes manpower resourcing recommendations which are initially vetted by each Service Lieutenant General programmer en route to the Deputy's Military Advisory Group for final approval. APMC represents the USMC at the Deputy's Military Advisory Group. Approved resource decisions are promulgated in a SECDEF approved RMD each year.

(2) DC CD&I (TFSD) reviews the RMD to determine those issues vetted by the Manpower Issues Team (and/or other Issue Teams) which were resourced, and the specific level of support required of the USMC. These resource decisions are translated into new billets within TFSMS only after receipt of a change package from the respective organization. Upon receipt, DC CD&I (TFSD) ensures the new billet attributes (grade, MOS, location, etc.) match what was previously validated during the JMVP and/or the Agency Issue Paper submitted to the PBR. The source documents required to add new joint billets within TFSMS are: (1) an approved resource decision (RMD); (2) a Joint Staff J1 manpower change request and/or Agency TOECR corresponding to both approved the RMD resource levels and approved JMVP results and/or Agency Issue Paper; (3) DC CD&I (Dir TFSD) approval.

d. TFSMS/Manpower Requirements Interface with Programming (Fiscal) Process. Joint billet requirements listed on JTDs and JTMDs, as well as all manpower requirements within OSD, Defense Agencies and related activities, must correspond to manpower resources contained within the SECDEF approved program budget baseline. Manpower budget data for Service support to these organizations can be accessed via the MMS database maintained by OSD-Office of Cost Assessment and Program Evaluation. This system lists manpower resources the Services provide to each supported organization by component (active/reserve), type (officer/enlisted) and PEN.

e. Changes to Programmed Manpower Resources/Memorandums of Agreement. Technical changes for programmed levels of support

within the current approved budget baseline can only be changed by mutual agreement between resource provider (Service) and resource consumer (Joint/DoD organization). These agreements are executed in the form of a MOA between the respective organizations, and must be signed by Colonel/GS-15 as authorized by the respective Service. Memorandums of Agreement are developed and coordinated electronically within the MMS system each year, in the months prior to commencement of the annual PBR. Completed MOAs are included in the final RMD. Memorandums of Agreement are normally utilized to make resource-neutral technical changes between PENs. While it is possible to increase or decrease programmed levels of support via MOA, this is normally not accomplished unless there is a specific prior agreement between the respective organizations. Increases and decreases to currently programmed resource levels are normally vetted by the Manpower Issue Team during the budget review as described above. DC CD&I (TFSD) coordinates all manpower MOAs through approval phase within MMS. Memorandums of Agreement requiring internal USMC coordination will be staffed to affected stakeholders via MCATS, and in the approved format which is provided in the annual Integrated Program Budget Submission Guidance from OSD Cost Assessment and Program Evaluation.

f. External Billet Sponsors. All external billets will be assigned an Advocate or Proponent Code within the TFSMS billet attributes form. This assignment will be made by DC CD&I (TFSD) based upon the respective Advocate/Proponent relationship to the assigned billet MOS and/or the function/mission of the respective external organization. Advocates or Proponents will subsequently designate a specific representative to perform the billet sponsor role. This assignment may be dual tasked to OccFld managers and/or MOS specialists at the discretion of the respective Advocate/Proponent.

7. USN Structure. TFSMS is the authoritative source for all USN manpower requirements supporting the USMC. DC CD&I owns the process of validating these requirements; however, USN billets are funded through the USN. Changes involving the billet's funding, physical location, grade, or skill-set must be vetted through the USN's total force management process. DC CD&I (Dir TFSD) is Budget Submission Office (BSO) 27, the BISOG Advocate to the USN's Total Force Manpower Management office (OPNAV N122). Reference (ai) provides a detailed description on how USN manpower is managed.

a. Requests to change USN force structure in support of the USMC should be submitted via a TOECR. As with a Marine billet,

compensation should be provided on the TOECR. The compensation must be consistent among the appropriations categories - officer to officer, enlisted to enlisted, AD to AD, and reserve to reserve. Uncompensated USN billets approved by CMC must further compete within the USN POM process. As previously mentioned, DC P&R is the responsible agency for influencing the USN POM process.

b. In addition to managing USN billets in TFSMS, they must be simultaneously tracked in the USN's classified Total Force Manpower Management System (TFMMS) to properly fund and staff the positions. The USN Branch, DC CD&I (TFSD) is responsible to ensure the two systems are kept synchronized. Additions, deletions, and modification of USN billets which will impact TFMMS, must be vetted through USN stakeholders using the Billet Change Request process. The TFMMS data can be reviewed in an unclassified format via the Activity Manpower Document (AMD). The AMD is the qualitative and quantitative expression of USN's sourcing solution to the USMC manpower requirements. Copies of AMDs can be obtained by contacting:

Deputy Commandant for Combat Development and Integration
Total Force Structure Division (Code C-182)
3300 Russell Road
Quantico, VA 22134-5001
DSN: 278-4731/8327
COML: (703) 784-4731/8327

(1) USN Billet Change Requests. Changes in the occupational classification or defining characteristics of a manpower authorization are approved through Billet Change Requests for USN structure by DC CD&I (TFSD). Because manpower authorizations form the basis of all Manpower Personnel Training and Education demand signals, all activities should endeavor to maintain a stable base of billet authorizations. Changes to the personnel inventory take much longer to affect than changes to authorizations so changes to military manpower authorizations should be limited and made as soon in advance as possible. Billet Change Requests are not required to change unfunded manpower requirements. However, if a military manpower requirement change precipitates a change in the authorization, then a Billet Change Request is required. All changes to manpower authorizations must result in a billet base which is executable in terms of resulting in systemically sustainable communities achievable within fiscal controls (including special and incentive pays) and legal limits on control grades. The Billet Change Request is the requesting, vetting and approval

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mechanism for validating changes to TFMMS. Transactional changes to TFMMS are made through a variety of "packets" identified by a two digit alpha prefix denoting their specific purpose. The Billet Change Request, together with its corresponding TFMMS packet, may be considered analogous to a TOECR.

8. Marine Reserve Billets. As discussed in Chapter 2, the mission of the RC is to augment and/or reinforce the AC and this is primarily accomplished through Marines serving in the Ready Reserve. The Ready Reserve is organized into two categories, the SELRES and the IRR. The SELRES will be discussed below but the IRR will not as it is not applicable to manpower requirements. There are also different legislative policies within the RC, which require additional considerations and actions when determining reserve force structure requirements. DC M&RA, specifically, Director, Reserve Affairs (RA) and the COMMARFORRES, will work DC CD&I (TFSD) - Reserve Branch) on these organizational solutions within reserve force structure. Below are the three categories when determining RC force structure requirements.

a. AR Billets

(1) The AR Program facilitates the integration of the U.S. Marine Corps Reserve (USMCR) in the total force. The program is structured to facilitate the mobilization of the USMCR by performing the following functions: (1) organizing, preparing and administering policies and regulations affecting the USMCR; (2) training and instructing the USMCR; (3) recruiting and retention for the USMCR; (4) administration of USMCR personnel. Therefore, when validating AR structure, the originator must ensure the AR billet meets one of the criteria listed above. In addition, AR billets must meet one of the Career Force MOS's, which allow a progression through positions of increasing responsibility and skill requirements. As a result of this career path, a military retirement after a minimum of 20 years of active Federal service is authorized.

(a) The creation or change of AR structure requires like compensation (e.g., same grade and MOS). Also, any compensation from other than the requesting unit must contain concurrence from the compensating unit. Any request for a creation or change to AR structure, which does not meet the like compensation requirement will be reviewed on an individual case-by-case basis in consultation with Reserve Affairs Personnel Management.

(b) AR structure is manned at 100% due to Congressional budgeting authorization and a USMC commitment to maximize full-time support of the RC.

(c) AR personnel are counted against authorized SELRES end strength as authorized by Congress each year. The congressional authorizations for the grades of "Master Sergeant/First Sergeant", "Master Gunnery Sergeant/Sergeant Major", "Major", "Lieutenant Colonel", and "Colonel" are defined by Title 10.

(2) SMCR. The SMCR is the category most associated with the RC because this is the population which serves in USMCR units. All SMCR units are under ADCON/OPCON of the COMMARFORRES. DC CD&I (TFSD) will coordinate with MARFORRES to validate all SMCR force structure requests.

(3) IMA Billets. The IMA Program provides a source of pre-trained and qualified members of the SELRES to fill individual military billets, which augment AC units of the USMC, DoD entities and other departments or agencies of the U.S Government possessing IMA structure on their T/O. DC CD&I, (TFSD) in coordination with Director, Reserve Affairs will validate and prioritize each IMA billet request based upon the following criteria. Prioritization ensures upon mobilization, those billets deemed critical are filled over a shorter time span. Priorities are:

(a) Priority I (Warfighting). Augmentation of warfighting commands and force providers (e.g., Combatant Commanders, Marine Forces, etc.) to meet critical, skill intensive or time sensitive requirements associated with mobilization or contingency operations.

(b) Priority II (Contingency Support). Augmentation of USMC, DoD, and other Government agencies to enable and enhance pre-mobilization, mobilization sustainment, and demobilization capabilities.

(c) Priority III (Peacetime Augmentation). Augmentation of USMC, DoD, and other Government agencies to indirectly support capabilities or meet other specialized requirements which may be essential during times of mobilization.

9. Civilian Manpower TOECRs

a. Civilian Billet Changes

(1) Similar to military manpower changes TOECRs are required to change civilian structure. To create/add new direct funded civilian billets commanders are not required to submit one-for-one billet compensation to add or create a new civilian billet. However, the commander must provide documentation that unit civilian funding will support the additional costs required. If a commander is going to create billets using the funding from one or more billets that currently reside on the T/O&E, those billets from which the funding is taken shall be deleted. Direct funded billets are defined as billets paid for directly with USMC funding allocated in the civilian personnel funding line, requests to add billets using funding off-sets from non-labor programs will not be considered. There are three parts, all carrying equal weight, to civilian structure which must be met before a billet can be added or increased in grade.

(a) First is Full Time Equivalent (FTE). FTE is the basic measure of the level of employment and equates to the total number of hours worked (or to be worked) divided by the number of compensable hours applicable to each FY. FTE targets are determined for each command based on the average cost per FTE from historical actual execution and the current funding level. FTEs are not equal to the number of billets/structure or end-strength. FTE targets are part of a command's Manage to Payroll authority.

(b) Next is the "manage to payroll." Manage to Payroll is a concept that requires the effective and efficient management of civilian appropriated funded positions through the application of position management, position classification and compensation management principles. Commands are provided an annual Manage to Payroll dollar funding control and estimated FTE target which is monitored and reported monthly. Commands can add or change civilian structure provided they Manage to Payroll and do not exceed their funding controls.

(c) The Final Piece is the T/O Requirements. The T/O lists the billets assigned to an organization. Not all billets are required to be filled at any given time. The total cost of the T/O is likely higher and the total number of billets is likely greater than the dollar funding control or FTE target allocated to the command in their Manage to Payroll Authority.

The commander must manage which billets to fill and fund in order to create the optimal workforce.

(d) Operations & Maintenance (O&M) Civilian Personnel "N" (non-labor O&M), Research Development Test & Evaluation, Military Personnel, and other appropriations other than O&M Civilian Personnel "Y" will not be used to increase command civilian personnel funding levels.

(e) Commanders who cannot find internal civilian labor compensation may submit for additional civilian labor resources to the CURB. See Chapter 4.

(2) Units and organizations shall submit TOECR changes to civilian billets as they occur. All changes to civilian requirements must be approved by DC CD&I and documented on the T/O&E prior to the initiation of the Request for Personnel Action. The BIC will be included on all Request for Personnel Actions.

(a) To ensure compensation and related funding data is correct, it is imperative the command G-1 and G-8 coordinate on all civilian manpower TOECRs to validate PENs, Budget Line Items via PBDD, Employing Activity Code (EAC), and Cost Center Codes (CCC).

(b) DC P&R is responsible to provide and update valid list of PENs, EAC, and CCC to be used in TFSMS tables. Commands needing a new CCC or change of the linkage between EAC/CCC/Program Element Number must submit a request to P&R using their required request form as P&R is the final authority and must validate all requests.

(c) The CCC is a six-digit code comprised of digits one through four (1-4) determined by the command Employing Activity at their discretion, plus the two-digit fund code (format ABCDXY, where XY=fund code) which tie directly to the Line Item and PEN.

(3) Civilian Manpower TOECRs. Civilian manpower TOECRs must contain, at a minimum, the affected TFSMS UIC(s), effective date(s), affected BIC, and justification supporting the mission of the unit. TOECRs must be signed by the unit commander or his/her representative and include proper endorsements from the chain of command up to and including the MARFOR Commander. Civilian manpower requirements for operational force units will

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be placed on the MEF CE T/O&E and mapped to the appropriate subordinate unit's T/O&E.

(a) Adding a New Civilian Requirement. TOECRs requesting to add a new civilian requirement, in addition to the standard TOECR submission documentation requirements listed in the above paragraph, must include the BIC(s) to be added or deleted, PBDD (Civilian Manpower Request) Template, a fully classified Position Description, Factor Evaluation Statement for the full performance level of the billet, Organizational Chart showing the BIC(s) and their series and alpha grade, and verification from the servicing Human Resource Office addressing each change being submitted. Examples of the above documents, along with "how to" instructions, can be found at the DC CD&I (TFSD) SharePoint site (<https://mccdc.portal.usmc.mil/org/cdd/TFSD/Civilian%20TOECR%20Process%20Documents/Forms/AllItems.aspx>)

(b) Changing Grade, Billet Description, Series or Compensated Billet Increases. TOECRs requesting changes to grade, billet description, series or compensated billet increases must include all documentation as listed in the above paragraph. TOECRs requesting upgrades to existing positions shall include verification from the servicing Human Resource Office detailing how the action meets the criteria in Title 5, Code of Federal Regulations in regard to whether the upgrade will result in a competitive/non-competitive promotion action. The PBDD Template must show funding is available within the "manage to payroll" allotted for the command. Reimbursable civilian billets will only appear on the T/O&E for the FYs funded by the RMD/MOA. It is the unit's responsibility to ensure proper updates to RMD/MOA prior to expiration of funding.

(c) Civilian manpower requirements for Operational Force units at the MEF level will be placed on the Operational Unit's T/O&E.

(d) TOECRs requesting to change civilian manpower requirements shall follow the appropriate chain of command/functional direct workflow within TFSMS.

(4) Within TFSMS a new civilian attribute form, specifically designed for civilian billets, was implemented to ensure proper capture of the required fields and improve data entry. In addition a modification was made to the TOECR Details report was to allow a more clear delineation between military and civilian grades.

(a) The civilian attribute form has business rules in effect specifically designed for civilian billets.

(b) Whenever a civilian billet is added or modified the system will automatically open the civilian form.

(c) The TOECR Details report captures the financial cost of adding, deleting, or changing the Alpha Grade of any civilian billet to provide a quick display of the savings or cost impact of the TOECR.

(5) Interdisciplinary Positions are those civilian billets where more than one series can fulfill the requirement from a given civilian occupational group or family as outlined in the current OPM handbook. In these cases, a TOECR must be submitted per current guidance for TOECR submissions. The Position Description for these billets must include all applicable series for the billet being considered as an interdisciplinary position.

(a) Once the TOECR is approved, the billet description will reflect the billet title and the word (INTERDISCIPLINARY) in parenthesis. Additionally, the series reflected on the T/O&E for the particular BIC will be the Office of Personnel Management occupational group or family.

(b) For example: ENGINEER (INTERDISCIPLINARY) with the series as 0800. The BIC will be footnoted with the applicable series as indicated on the Position Description submitted in the TOECR. The footnote will read: THIS IS AN INTERDISCIPLINARY POSITION WHICH CAN BE FILLED WITH THE FOLLOWING SERIES: 0808/0810/0830/0850."

b. Reimbursable Civilian Billets

(1) Reimbursable billets are defined as billets funded by organizations outside of the USMC. Funding transfers internally between USMC organizations are not considered as a reimbursable billet and will be entered as chargeable structure. As an example, billets funded by USN Working Capital Funds are considered reimbursable billets.

(2) Requests to add, delete, or change reimbursable billets to support external entities should also include funding data and authorization identified in the signed MOA.

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(3) Commands are prohibited from adding reimbursable billets when the service being provided supports another USMC Command also executing O&M, USMC funding or O&M, USMCR funding.

(a) To support such initiatives, DC P&R (RFO) will perform a budget based transfer between major commands which receive funding directly from HQMC if needed. These requests should be addressed during the Program Reviews.

(b) Budget based transfer between USMC activities will be accomplished utilizing Non Recurring Cost "NC-4" Functional Transfer format. Requests must be submitted prior to November of each year. Requests which are a combination of Reimbursable and term in nature will be coded as R status and will be programmed to be deleted in the appropriate out-year.

c. Temporary and Term Civilian Billets

(1) Temporary billets are defined as short-term civilian manpower requirements not expected or last longer than one year and will not be added to the unit's T/O&E.

(2) Term billets are defined as manpower requirements for a period of more than one year but not more than four years.

(3) Although Temporary and Term billets are not considered enduring, Term billets will be added to the T/O&E for a specified time and will be programmed to be deleted in the appropriate out-year.

(a) Temporary and Term billets may be extended in accordance with established regulations. All requests to extend a Temporary or Term billet must be submitted via the TOECR process and must fully justify the reason for the extension and include the end date of the billet. Temporary billets extended beyond a year will be added to unit's T/O as Term billets except USN Working Capital Fund term - Hire to Workload.

(b) Once funding has been identified and approved a TOECR notification will be sent back to the command requesting submission of the extension request via the servicing Human Resource Office to CMC (MPC) for processing and approval. All request packages must include the TOECR number to be processed.

d. Civilian Billets Funded with Non-appropriated Funds

(1) All Non-appropriated Funds (NAF) billets which are funded in whole or in part by appropriated funds are required to be identified in the T/O&E as they are listed on the unit's Uniform Funding Management MOA.

(2) Units and organizations shall submit TOECR changes to NAF billets as they occur or if changes occur during the annual Uniform Funding Management MOA at the beginning of each FY. All changes must be approved by DC CD&I and documented on the T/O&E.

(a) TOECRs that are requesting to add or modify NAF structure must include a signed copy of the unit's MOA. TOECRs submitted without this documentation will be returned without action.

(b) The TOECR process does not change the current NAF hiring process.

e. Civilian Foreign National Billets

(1) Units and organizations shall submit TOECR changes to Foreign National billets as they occur. All changes must be approved by DC CD&I and documented on the T/O&E.

(2) Foreign National billets will be coded in TFSMS in accordance with reference (ai).

f. Civilian Exception Category Billets

(1) DON requires a valid BIC be on all Request for Personnel Actions or the Request for Personnel Action will be returned by HR Operations Center without action. For most civilian hires this is not an issue and is standard procedure. The issue is for Temp positions (one year or less), seasonal hires, interns, student hires, and USN Working Capital Funds Terms hired for workload surge. To provide a temporary BIC for these positions DC CD&I (TFSD) created a Manpower UIC, MTS000 (Civilian Admin), which has five standard BICs aligned to the five categories.

(2) The following is list of the Civilian Exception Category billets:

MTS00000001 - Temporary Employee one year or less

MTS00000002 - Student Hire
MTS00000003 - Seasonal Hire
MTS00000004 - Intern
MTS00000005 - USN Working Capital Funds Term -
Hired to Workload

10. Management Headquarters Activity Structure

a. USMC Management Headquarters Activities are listed in reference (f).

b. Manpower structure increases to USMC Management Headquarters Activity will be reviewed against the definitions and criteria contained in reference (f). In accordance with current DON policy, structure that performs Management Headquarters functions will be identified in TFSMS with the appropriate Program Element Number that ends with the characters "98M."

c. All structure at HQMC and Service Component headquarters is assumed to be accountable as Management Headquarters Activity and coded with "98M" PEN, unless an exemption as defined by reference (f) applies. This determination will be made:

(1) Based upon a thorough analysis of the functions and tasks performed conducted upon receipt of any TOECR that adds structure.

(2) During periodic structure reviews and validations conducted by DC CD&I (TFSD).

d. Supporting Activities of HQMC are not assumed to be Management Headquarters Activity. Rather, only individual billets and sections that perform "direct support" as specifically defined in reference (f) are accountable as Management Headquarters Activity. In these cases, only those billets meeting these criteria will be coded with a '98M' PEN. This determination will be made as described in paragraph c above.

Chapter 10

Manpower Allocation

1. General. Fiscal realities predicate the need to prioritize the force structure of the USMC to properly allocate limited resources. The ASR is a resource allocation tool managed by DC CD&I (TFSD) and is used to determine affordable manning for the USMC. The ASR, which is published semi-annually, allocates resources across the Total Force in concert with CMC priorities in reference (1). The Total Force refers to AC, RC, USN, and civilian billets.

2. Prioritization. The prioritization of manpower requirements is specified in reference (1). Specific direction for each publication cycle will be established in the ASR Guidance and the Memorandum for the Record published for each publication cycle. Each new CMC evaluates and establishes updated priorities in the reference as necessary.

a. Manning Precedence Level (MPL). The four distinct unit MPL categories are: Excepted Commands, Operating Force Commands, Priority Commands, and Proportionate Share (Pro-Share) Commands. These MPL categories are assigned by UIC. An organization's prioritization can be found in the TFSMS under UIC attributes.

b. Protected Billets. There is another method of prioritization where specific billets, or groups of billets, will be "protected" and manned at 100 percent. These protections will be manned first within each UIC and the resultant manning allocation will be assigned to the remainder of the billets, not to exceed the assigned manning percentage level of the UIC.

3. Manning and Staffing. The distinction between these two terms is of vital importance in understanding the allocation of personnel to meet requirements. Per reference (1), manning "is defined as the portion of a unit's T/O&E which, within budgetary constraints, is authorized to be filled with Marines". The ASR determines the USMC manning. Additionally, 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 (1). As the HRDP owner, DC M&RA is then responsible for the staffing of units in accordance with the allowable manning as set forth in the ASR.

4. Manning Allocation

a. DC CD&I (TFSD) is responsible for the allocation of manning, or how many billets the USMC can afford to "buy". The ASR Model within TFSMS is used to distribute the available manning using an algorithm against all chargeable active and reserve manpower requirements across each UIC (by grade and MOS). This allocation is in concert with the priorities established above. Manning Controls are the only manageable input to the ASR manning allocation process.

b. The ASR represents the ideal manning allocation and the results of this process are published semiannually on or about August and February. The formal publication of the ASR produces updated Tables of Organization and Equipment for the USMC until the next ASR publication cycle. The August semi-annual publication cycle includes the next FY, the execution year, and the following nineteen out-years (also referred to as the FYDP). The August ASR cycle will always be used when reporting historical manning for each FY, unless no August ASR was published. In this case the following February ASR cycle will be used. The February ASR also covers the FYDP, but starts with the same FY as the August ASR, and is thus in sync with the current calendar year.

c. The inputs to the ASR manning allocation process are listed below:

(1) Manning controls. The manning controls are produced by DC M&RA and submitted in preparation for the ASR run. This numeric data set includes active and reserve force structure and the P2T2 allocation for AC force structure. It provides DC CD&I (TSFD) with the total man-years (manning) available for allocation based on planned and/or authorized end-strength. Manning Controls can serve as a tool to manage the P2T2 T/O. Using manning control input, assessments of training load should be considered to meet force structure targets across the FYDP. Outputs may include training load reduction targets to be assigned to TECOM.

(2) Data Set. The data set is a snapshot of TFSMS data used in the ASR model. Once the Manning Control Set is submitted and the P2T2 TOECR is approved, the data set can be created. For the semiannual production run, the data set includes all approved data up to the date of creation.

(3) Data Run. The data run is the application of the manning controls to the approved data set. The results of the data run are published in TFSMS.

d. 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, a shaping tool used to develop the composition and size of the future military inventory.

5. USN Allocation. DC CD&I (TFSD) as BSO-27 is responsible for identifying USMC requirements for BISOG as identified in the T/O, transferring this data into the USN's MMS', while complying with budgetary constraints (allocated authorizations), and interpreting MMS differences.

a. DC CD&I (TFSD) identifies all BISOG requirements in TFSMS. In turn, the USMC receives its USN authorizations through N1 from the Chief of Naval Operations. For clarification, in USN HR management terminology, "manning" refers to "staffing" and "manpower" refers to "billets/requirements". Authorizations refer to the funding or "end-strength" applied to a billet to create an authorized requirement: commonly referred to as simply an authorization. Funding (end-strength) shortfalls leave a significant number of "unfunded" requirements which may be requested for manning/staffing only upon mobilization through either the HSAP or individual augmentee requests. Not all funded billets are manned/staffed since distributable personnel inventory typically falls below the number of funded requirements. However, the CMC's staffing priorities are translated to the USN's Manning Control Authorities for consideration. Several factors affect the resource allocation of funded billets throughout the force, such as a unit's mission, peacetime operating tempo, equipment allowances, and geographic location. Grade shaping, technical skill requirements, career development, and the ability of the Bureau of USN Personnel to fill the billets are also considered. Every effort should be made to ensure equitable distribution of billets. Additional information on USN billets can be found in Chapter 2.

b. Total Force Manpower Management System (TFMMS). TFMMS is a classified mainframe manpower system which serves as the single, authoritative data base for Total Force USN manpower requirements, and AD USN Military Personnel, USN/Reserve Personnel USN manpower authorizations and end strength. It

provides access, storage and retrieval of historical and current, budget, and out-year manpower data. TFMMS provides access to current USN manpower data for resource sponsors, BSOs and others and provides storage and retrieval transaction history.

c. Activity Manning Document. The AMD is the qualitative and quantitative expression of USN manpower requirements (military, civilian, and contractor) and authorizations (military) allocated to a naval activity to perform the assigned mission. It is the single official statement of organizational manning and manpower authorizations "BA". As an expression of manpower needs of an activity, it is the authority used by the Chief of Naval Personnel and the applicable Enlisted Personnel Distribution Office to provide requisite military personnel distribution and USN Reserve recall. It serves as the basic document for current and future peacetime and mobilization USN military manpower planning in the areas of personnel strength planning, recruiting, training, promotion, personnel distribution, and naval reserve recall. The AMD and the T/O may be considered analogous.

d. USN UICs for TFMMS. A five position numeric or alpha-numeric code assigned by Defense Finance and Accounting Service. By use of this code, programming decisions can be related to organizational units and to commands, bureaus and offices responsible for administering funds affecting those units. The AMD is identified by its UIC. Budget Submitting Office 27 establishes USN UICs to parallel with the T/O's Marine UIC by geographic location and MAGTF element. Matching geographic locations between the AMD and T/O assures USN personnel are detailed to the correct location.

Chapter 11

MOS Sponsor, OccFld Manager, MOS Specialist, and External Billet Sponsor Responsibilities

1. General

a. It is vitally important to ensure the force structure solutions generated by the TFSP are appropriately vetted through the various stakeholders. All solutions generated by the TFSP impact the combat development pillars (DOTMLPF&C) and SMEs play a critical role in keeping the total force effectively balanced.

b. This chapter defines the roles and responsibilities of MOS Sponsors, OccFld Managers, MOS Specialists, and External Billet Sponsors within the TFSP.

c. DC CD&I serves as the central HQMC agency responsible for the management of all MOS Sponsors, OccFld Managers and MOS Specialists in the USMC. This management will be accomplished by utilizing the DC CD&I (TFSD) website (<https://mccdc.portal.usmc.mil/org/optiptwg/OCCFLDMOS>), and the MOS Sponsors are required to utilize this site to update the by-name assignments for each MOS within their purview within 30 days of personnel transferring duties. The SharePoint site will serve as the authoritative source for the most current by-name listing all HQMC MOS Sponsors, OccFld Managers, and MOS Specialists. The site will also be utilized to disseminate information to all TFSP stakeholders. All TFSP stakeholders are encouraged to utilize the site and updates must be coordinated with the SharePoint Site Administrator. The site administrator will also post the most current by-name listing to the TFSMS website monthly.

2. MOS Sponsors. The Sponsor assignments, by MOS, are identified on the DC CD&I (TFSD) website at <https://mccdc.portal.usmc.mil/org/optiptwg/OCCFLDMOS>. The role and responsibilities of MOS Sponsors are described below:

a. Serve as the principal point of contact between the TFSP and the USMC with regards to force structure requirements, intended structure changes, and unique operational considerations which may affect force structure and result in OccFld assignment actions.

b. Assist in the development, implementation, and revision of force structure initiatives by providing advice, information, proposals, and evaluations for assigned OccFlds and MOSs.

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c. Serve as the principal agent responsible for recommending MOS grade structure modifications as a result of grade structure management actions coordinated by DC CD&I (TFSD) and DC M&RA (MPP or RAP as appropriate).

d. Review relevant MOS descriptions and requirements in the MOS Manual, references (n) and (o), ensure accuracy, and request revisions as necessary. Any revisions to an entry or other proposed change to MOS grade ranges, titles, type MOS, merges, deletions, or creation of new MOSs must be submitted to CD&I, specifically CG TECOM.

e. Advise DC P&R and the TFSPO on manpower and equipment initiatives relating to respective OccFlds for inclusion in POM submissions as necessary.

f. Review and approve formal school training requirements changes for the training input plan "TIP" which are submitted (via DC M&RA for entry level schools) by MOS specialists before forwarding the changes to the CG MCCDC (CG TECOM). Changes to training plans which impact force structure will be coordinated with the TFSPO.

g. Advise DC P&R and the TFSPO on manpower and equipment initiatives relating to respective OccFlds for inclusion in POM submissions as necessary.

h. Ensure current Marine Corps Orders (MCOs) and Marine Corps Bulletins (MCBuls) accurately reflect MOS duties, tasks, and prerequisites. The MOS specialist will submit recommended additions of revisions to the references (n) and (o) in accordance with reference (p) to the CG MCCDC (specifically, CG TECOM).

i. Review and submit specific non-primary MOS training requirements and training allocations to CG MCCDC (specifically, CG TECOM) for inclusion in the training input plan.

j. MOS Sponsors will ensure parent MARFORs, base, or station commanders are afforded the opportunity to provide comments or recommendations on proposed changes prior to submission for approval. The TFSPO will adjudicate unresolved non-concurrences between MOS specialists, HQMC agencies, and unit commanders.

k. Determine requirements for formal training which do not result in a new primary MOS and forward such requirements to CG

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MCCDC (specifically, CG TECOM) during annual training input plan solicitations.

l. Review and comment on all primary MOS training requirements (initial and skill progression) produced by DC M&RA (MPP) prior to sending the requirements to CG MCCDC C465 (CG TECOM) for inclusion in the training input plan.

m. MOS Sponsors are assigned purview over a grouping of MOSs. They shall in turn assign OccFld Managers and MOS specialists in writing. Sponsors will inform DC CD&I (TFSD) of those changes within 30 days of assignment.

3. OccFld Managers. An OccFld Manager works directly for the MOS Sponsor, supervising one or more MOS communities on behalf of the MOS Sponsor. The role and responsibilities of OccFld Managers are described below:

a. Review proposed TOECRs with appropriate MOS specialists, and provide comments and recommendations on supportability of proposed changes from commands, activities, and staff agencies directly related to assigned OccFlds.

b. Assist TF DOTMLPF&C WG analysis by providing OccFld expertise and assistance relating to manpower and equipment.

c. Revise applicable directives related to respective OccFlds to ensure impacts on force structure are noted.

d. Attend the annual OccFld Manager and MOS Specialist Conference after assignment to the billet of OccFld Manager.

4. MOS Specialists. MOS Specialists are the SMEs for a specific MOS or a group of similar MOSs. MOS specialists will be managed by OccFld Managers. The role and responsibilities of MOS Specialists are described below:

a. Serve as technical advisors to OccFld Managers by assisting in the classification, training, and career progression of personnel within an MOS.

b. Evaluate MOS Manual change proposals from commands and activities. Forward recommended proposals as Sponsor initiatives for the annual submission to the MOS System Modification Process per reference (p). Prior to submitting proposals the MOS specialist and OccFld manager should make

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liaison with TECOM, DC CD&I (TFSD), and DC M&RA for preview and guidance on proposed changes.

c. Serve as the focal point of contact for training requirements and ensure the TFSPO is involved in the initiative should the review of any training requirements result in force structure action.

d. Review MOS training tracks to ensure program of instruction accuracy and efficiency and, if necessary, initiate change requests.

e. Participate in the development, review, and revision of individual training standards, course descriptive data, and programs of instruction.

f. Initiate and review requests to create new formal courses of instruction to support an MOS or OccFld.

g. Assist by providing MOS specialist expertise and assistance to capability initiatives.

h. Attend the annual OccFld Manager and MOS Specialist Conference after assignment to the billet of MOS Specialist.

i. Participate and provide subject matter expertise in all Manpower Estimate/MPTP IPTs.

5. External Billet Sponsors. All external billets will be assigned an Advocate or Proponent Code within the TFSMS billet attributes form. This assignment will be made by DC CD&I (TFSD) based upon the respective Advocate/Proponent relationship to the assigned billet MOS and/or the function/mission of the respective external organization. Advocates or Proponents will subsequently designate a specific representative to perform the billet sponsor role. This assignment may be dual tasked to OccFld managers and/or MOS specialists at the discretion of the respective Advocate/Proponent. External Billet Sponsors will:

a. Review and comment on all proposed TOECRs related to assigned billets.

b. Ensure assigned billets meet the objectives described in Chapter 2, paragraph 2.C.(4), and make recommendations to DC CD&I (TFSD) for changes as required.

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c. At a minimum, initiate and maintain informal contact and liaison with the senior officer and/or SNCO within each external organization where sponsored billets are assigned.

d. Serve as the HQMC point of contact for externally assigned Marines with questions or concerns related to the proper operational employment and utilization of externally assigned USMC manpower. Coordinate any recommended changes directly with DC CD&I (TFSD) and DC M&RA as appropriate.

e. Collect and develop data related to the operational experiences of externally assigned Marines, with regard to the relative value of the assignment to the USMC institutionally as well as individual Marine career progression.

f. In conjunction with paragraphs (c) through (e) above, identify external billets which may be more suitable for the USMC institutionally, as guided by the priorities established in Chapter 2, paragraph 2.C.(4). Coordinate any recommended (compensated) billet changes with DC CD&I (TFSD).

Chapter 12

Global Force Management Data Initiative USMC Organizational Server

1. General. Global Force Management Data Initiative, reference (aj) establishes an enterprise Joint data solution which enables disparate systems throughout DoD to exchange authorized force structure and billet-resolution manpower and equipment data in a standardized format. Joint and Service component systems will now be able to efficiently access, integrate and manipulate force management data. This global visibility on unit capabilities and readiness provides the mechanism to account for component forces already committed to ongoing operations or changing unit availability, identify the most appropriate and responsive force mix or equipment capability to meet a Combatant Commander's operational and tactical requirements, assess the risks associated with resourcing recommendations more accurately, help alleviate stress on Joint Force and Force Providers, validate the forces assumed available (apportioned) for planning and enables planners to apply reasonable assumptions to generate more accurate preferred forces.

2. Purpose and Scope. The purpose of this chapter is to describe the procedures by which the USMC will electronically document its force structure as a common reference point for integration by all DoD systems requiring authoritative force structure data.

3. Policy and Procedures

a. Overview. Global Force Management Data Initiative enables the USMC and other DoD Service components to create an authoritative, default force structure for use across the enterprise which can be integrated into other programs of record which use force structure data (Figure 12-1). The USMC will document its authorized force structure data for the Total Force to create a complete and authoritative data source compliant with the guidance of the Organizational Force Structure Construct, reference (ak) and formatted according to the Global Force Management Information Exchange Data Model. The USMC will then uniquely identify force structure data throughout the enterprise via Force Management Identifiers and tag each element with web-searchable metadata. Finally, force structure data will be made discoverable by DC CD&I (TFSD) as the organization responsible for maintaining the data by disseminating it as a single authoritative data source in the USMC organizational

server. The web-based data source can then pass this authoritative data in Global Force Management Information Exchange Data Model format to any authorized user or integrate it into any system which uses force structure data in an unclassified and/or classified data environment.

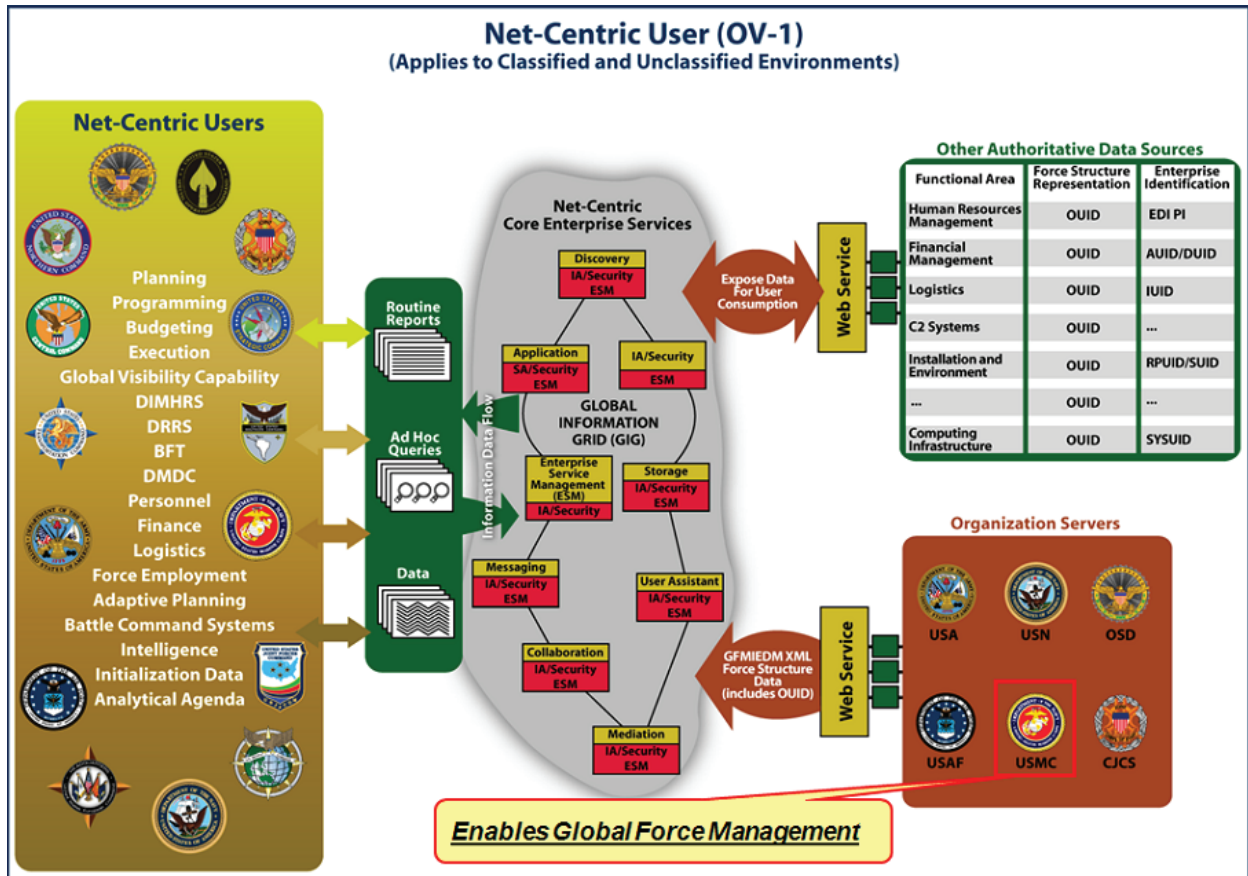


Figure. 12-1.--Global Force Management Data Initiative Source/User Construct.

b. Supporting Tasks

(1) Implement an Organizational Force Structure Construct. The DoD will integrate the different components' force management data into a single, top-to-bottom hierarchical structure through the joint implementation of a common framework of logic and principles. In accordance with reference (aj), the USMC will then organize the force structure data within this framework and define the relationships among the various organizations.

(2) Establish Organizational Servers

(a) The Organizational Servers are the source for historical, current, and future authorized force structure information. Authorized users will be able to pull data from a single designated component provider. This data can be electronically mapped to any information systems which use or reference force structure, such as systems which track actual, or "on hand" information concerning personnel, equipment inventories or spare parts.

(b) The USMC will combine force structure data from the Authoritative Data Systems in the Organizational Server, in accordance with the logic of the Organizational Force Structure Construct and the format of the Global Force Management Information Exchange Data Model, and post to a shared data space where other DoD entities will have access to it.

Appendix A

Acronym List

AAO	APPROVED ACQUISITION OBJECTIVE
AAP	ABBREVIATED ACQUISITION PROGRAM
AC	ACTIVE COMPONENT
ACAT	ACQUISITION CATEGORY
ACMC	ASSISTANT COMMANDANT OF THE MARINE CORPS
ACE	AVIATION COMBAT ELEMENT
AD	ACTIVE DUTY
AMD	ACTIVITY MANPOWER DOCUMENT
AR	ACTIVE RESERVE
ASR	AUTHORIZED STRENGTH REPORT
BEEC	BILLET EDUCATION EVALUATION CERTIFICATE
BIC	BILLET IDENTIFICATION CODE
Bn	BATTALION
C4	COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTERS
CAR	CATALOGUE ACTION REQUEST
CCC	COST CENTER CODES
CDD	CAPABILITIES DEVELOPMENT DOCUMENT
CE	COMMAND ELEMENT
CG	COMMANDING GENERAL
CIO	CAPABILITIES INTEGRATION OFFICERS

CJCS	CHAIRMAN OF THE JOINT CHIEFS OF STAFF
CJTF	COMBINED JOINT TASK FORCE
CMC	COMMANDANT OF THE MARINE CORPS
COD	CONCEPT OF DISTRIBUTION
COE	CONCEPT OF EMPLOYMENT
COMMARFORRES	COMMANDER, MARINE CORPS FORCES RESERVES
CONOPS	CONCEPT OF OPERATIONS
CURB	CIVILIAN UNCOMPENSATED REVIEW BOARD
DC AVN	DEPUTY COMMANDANT FOR AVIATION
DC CD&I	DEPUTY COMMANDANT for COMBAT DEVELOPMENT & INTEGRATION
DC I&L	DEPUTY COMMANDANT FOR INSTALLATIONS & LOGISTICS
DC M&RA	DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS
DC P&R	DEPUTY COMMANDANT FOR PROGRAMS & RESOURCES
DC PP&O	DEPUTY COMMANDANT FOR PLANS, POLICIES & OPERATIONS
DMCS	DIRECTOR, MARINE CORPS STAFF
DMFA	DEPOT MAINTENANCE FLOAT ALLOWANCE
DIR C4	DIRECTOR, COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS
DIR	DIRECTOR
DLA	DEFENSE LOGISTICS AGENCY

DOD	DEPARTMENT OF DEFENSE
DODAAC	DEPARTMENT OF DEFENSE ACTIVITY ADDRESS CODE
DON	DEPARTMENT OF THE NAVY
DOTMLPF&C	DOCTRINE, ORGANIZATION, TRAINING/EDUCATION, MATERIEL, LEADERSHIP/STRATEGIC COMMUNICATION, PERSONNEL, FACILITIES, AND COST
EAC	EMPLOYING ACTIVITY CODE
EDL	EQUIPMENT DENSITY LIST
EOS	EXECUTIVE OFF-SITE
ERAA	EQUIPMENT REQUIREMENT ALLOWANCE ACCOUNT
ESG	EXECUTIVE STEERING GROUP
F&J	FACTS AND JUSTIFICATION LETTER
FOR	FORCE OPTIMIZATION REVIEW
FORG	FORCE OPTIMIZATION REVIEW GROUPS
FRP	FULL RATE PRODUCTION
FSR	FORCE STRUCTURE REVIEW
FSRG	FORCE STRUCTURE REVIEW GROUP
FTE	FULL TIME EQUIVALENTS
FY	FISCAL YEAR
FYDP	FUTURE YEARS DEFENSE PROGRAM
G-1	MARINE CORPS COMPONENT MANPOWER OR PERSONNEL STAFF OFFICER (DIVISION OR HIGHER STAFF)

G-2	MARINE CORPS COMPONENT INTELLIGENCE STAFF OFFICER (DIVISION OR HIGHER STAFF)
G-3	MARINE CORPS COMPONENT OPERATIONS STAFF OFFICER (DIVISION OR HIGHER STAFF)
G-4	MARINE CORPS COMPONENT LOGISTICS STAFF OFFICER (DIVISION OR HIGHER STAFF)
G-5	MARINE CORPS COMPONENT PLANS OPERATIONS STAFF OFFICER (DIVISION OR HIGHER
G-6	MARINE CORPS COMPONENT COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER SYSTEMS
G-7	MARINE CORPS COMPONENT INFORMATION OPERATIONS STAFF OFFICER (DIVISION OR HIGHER STAFF)
G-8	MARINE CORPS COMPONENT REQUIREMENTS STAFF OFFICER (DIVISION OR HIGHER STAFF)
GCE	GROUND COMBAT ELEMENT
GO	GENERAL OFFICER
GS	GENERAL SERVICE
HNN	HOST NATION NOTIFICATION
HQMC	HEADQUARTERS MARINE CORPS
HR	HUMAN RESOURCES
HRDP	HUMAN RESOURCE DEVELOPMENT PROCESS
HSAP	HEALTH SERVICES AUGMENTATION PROGRAM
HSI	HUMAN SYSTEMS INTEGRATION

IHG	INHERENTLY GOVERNMENTAL
IMA	INDIVIDUAL MOBILIZATION AUGMENTEE
IOC	INITIAL OPERATIONAL CAPABILITY
IPT	INTEGRATED PRODUCT TEAM
IRR	INDIVIDUAL READY RESERVE
J-1	MANPOWER AND PERSONNEL DIRECTORATE OF A JOINT STAFF; MANPOWER AND PERSONNEL
J-2	INTELLIGENCE DIRECTORATE OF A JOINT STAFF; INTELLIGENCE STAFF SECTION
J-3	OPERATIONS DIRECTORATE OF A JOINT STAFF; OPERATIONS STAFF SECTION
J-35	FUTURE OPERATIONS
J-4	LOGISTICS DIRECTORATE OF A JOINT STAFF; LOGISTICS STAFF SECTION
J-5	PLANS DIRECTORATE OF A JOINT STAFF; PLANS STAFF SECTION
J-6	COMMUNICATIONS SYSTEM DIRECTORATE OF A JOINT STAFF; COMMAND, CONTROL, COMM
J-7	ENGINEERING STAFF SECTION; JOINT STAFF OPERATIONAL PLANS AND JOINT FORCE
J-8	DIRECTOR FOR FORCE STRUCTURE, RESOURCE, AND ASSESSMENT, JOINT STAFF; FORCE
J-9	CIVIL-MILITARY OPERATIONS DIRECTORATE OF A JOINT STAFF; CIVIL-MILITARY OPERATION
JACO	JOINT ACTION CONTROL OFFICE

JCIDS	JOINT CAPABILITIES INTEGRATION AND DEVELOPMENT SYSTEM
JCS	JOINT CHIEFS OF STAFF
JDAL	JOINT DUTY ASSIGNMENT LIST
JMVP	JOINT MANPOWER VALIDATION PROCESS
JTD	JOINT TABLES OF DISTRIBUTION
JTMD	JOINT TABLES OF MOBILIZATION DISTRIBUTION
LCE	LOGISTICS COMBAT ELEMENT
MAGTF	MARINE AIR-GROUND TASK FORCE
MARCORLOGCOM	MARINE CORPS LOGISTICS COMMAND
MARCORSYSCOM	MARINE CORPS SYSTEMS COMMAND
MCRC	MARINE CORPS RECRUITING COMMAND
MARFOR	MARINE CORPS FORCES
MARFORCOM	MARINE CORPS FORCES COMMAND
MARFORPAC	MARINE CORPS FORCES, PACIFIC
MARFORRES	MARINE FORCES RESERVE
MCATS	MARINE CORPS ACTION TRACKING SYSTEM
MCBul	MARINE CORPS BULLETIN
MCC	MONITOR COMMAND CODE
MCCDC	MARINE CORPS COMBAT DEVELOPMENT COMMAND
MCEIP	MARINE CORPS ENTERPRISE INTEGRATION PLAN
MCICOM	MARINE CORPS INSTALLATIONS COMMAND

MCTL	MARINE CORPS TASK LIST
MCO	MARINE CORPS ORDER
MCPN	MARINE CORPS PREPOSITIONING PROGRAM-NORWAY
MCSF	MARINE CORPS SECURITY FORCE
ME	MILITARY EQUIPMENT
MEB	MARINE EXPEDITIONARY BRIGADE
MEF	MARINE EXPEDITIONARY FORCE
MET	MISSION ESSENTIAL TASK
METL	MISSION ESSENTIAL TASK LIST
MEU	MARINE EXPEDITIONARY UNIT
MMS	MANPOWER MANAGEMENT SYSTEM
MOA	MEMORANDUM OF AGREEMENT
MOS	MILITARY OCCUPATIONAL SPECIALTY
MOU	MEMORANDUM OF UNDERSTANDING
MPF	MARITIME PREPOSITIONING FORCE
MPL	MANNING PRECEDENCE LEVEL
MPT	MANPOWER, PERSONNEL, AND TRAINING
MPTP	MANPOWER, PERSONNEL & TRAINING PLANS
MROC	MARINE REQUIREMENTS OVERSIGHT COUNCIL
NAF	NONAPPROPRIATED FUNDS
NSN	NATIONAL STOCK NUMBER
O&M	OPERATIONS AND MAINTENANCE

OccFld	OCCUPATIONAL FIELD
OPCON	OPERATIONAL CONTROL
OSD	OFFICE OF THE SECRETARY OF DEFENSE
P2T2	PATIENTS, PRISONERS, TRAINEES, AND TRANSIENTS
PBDD	PROGRAM BUDGET DEVELOPMENT DATABASE
PBR	PROGRAM BUDGET REVIEW
PEO LS	PROGRAM EXECUTIVE OFFICE LAND SYSTEMS
PM	PROGRAM MANAGER
PO	PREPOSITIONING OBJECTIVE
POA&M	PLAN OF ACTION AND MILESTONES
POM	PROGRAM OBJECTIVE MEMORANDUM
PPBE	PLANNING, PROGRAMING, BUDGETING, EXECUTION
RC	RESERVE COMPONET
RFI	REQUEST FOR INFORMATION
SE	SUPPORTING ESTABLISHMENT
SECDEF	SECRETARY OF DEFENSE
SECNAV	SECRETARY OF THE NAVY
SELRES	SELECTED RESERVE
SEP	SPECIAL EDUCATION PROGRAM
SES	SPECIAL EXECUTIVE SCHEDULE
SME	SUBJECT MATTER EXPERT
SMCR	SELECTED MARINE CORPS RESERVE

SNCO	STAFF NONCOMMISSIONED OFFICER
STFMP	STRATEGIC TOTAL FORCE MANAGEMENT PLANNING
TA	TRAINING ALLOWANCE
TAMCN	TABLE OF AUTHORIZED MATERIEL CONTROL NUMBER
T/E	TABLE OF EQUIPMENT
TECOM	TRAINING AND EDUCATION COMMAND
TFAP	TOTAL FORCE ACTION PLAN
TFMMS	TOTAL FORCE MANPOWER MANAGEMENT SYSTEM
TFS	TOTAL FORCE STRUCTURE
TFSD	TOTAL FORCE STRUCTURE DIVISION
TFSMS SYSTEM	TOTAL FORCE STRUCTURE MANAGEMENT
TFSP	TOTAL FORCE STRUCTURE PROCESS
TFSP0	TOTAL FORCE STRUCTURE PROCESS OWNER
T/O	TABLE OF ORGANIZATION
T/O&E	TABLE OF ORGANIZATION AND EQUIPMENT
TOECR	TABLE OF ORGANIZATION AND EQUIPMENT CHANGE REQUEST
T&R	TRAINING AND READINESS
TUCHA	TYPE-UNIT CHARACTERISTICS
UDP	UNIT DEPLOYMENT PROGRAM
UIC	UNIT IDENTIFICATION CODE
UNP	URGENT NEEDS PROCESS

USMC	UNITED STATES MARINE CORPS
USMCR	UNITED STATES MARINE CORPS RESERVE
USN	UNITED STATES NAVY
UUNS	URGENT UNIVERSAL NEEDS STATEMENTS
VTC	VIDEO TELECONFERENCE
WG	WORKING GROUP
WRMR	WAR RESERVE MATERIEL REQUIREMENT
WRMR-I	WAR RESERVE MATERIEL REQUIREMENT- IN STORE
WSC	WEAPONS SYSTEM CODE
WSGC	WEAPON SYSTEM GROUP CODES
WSSP	WEAPON SYSTEM SUPPORT PROGRAM

Appendix B

Mission Statement Format

(LETTERHEAD)

10 or 11 PITCH; COURIER NEW

UNIT IDENTIFICATION
CODE.....M3000

UNIT NAME
ORGANIZATIONAL HIERARCHY
CITY, STATE, ZIP

SUBJ: MISSION STATEMENT

[For mission statements involving mirror groups or multiple UICs place in an enclosure]

1. Promulgation Statement. This is (named unit) Mission Statement. This Mission Statement defines the unit's role and responsibilities in support of the MAGTF, the SE, and/or Joint Operations and prescribes the unit's organizational structure and capabilities in accordance with its tasks that manifests in the unit's table of organization and equipment (T/O&E).

2. Organization. Identify here the major sub-elements of the organization being defined. Organizational elements should be consistent with those contained within the T/O.

3. Mission and Tasks

a. Mission. The Mission Statement is a concise statement of the unit's warfighting responsibilities in relation to other organizations and describes the unit's role in support of the MAGTF, SE and Joint Operations. This paragraph should speak to such questions as "Who, What, When, Where and Why" and be structured in the purpose method and endstate framework.

b. Tasks. These are specific statements which address the "how" part of the Mission Statement as delineated by the unit METL. It speaks to the wartime functions (or in the case of non-MAGTF/SE organizations: supporting functions) which the unit is responsible for conducting. Tasks normally assigned to sub-elements (with UICs, but lacking stand-alone mission statements) shall be listed in separate, numbered subparagraphs unless otherwise addressed in subordinate mission statements. Tasks must be delineated with enough specificity to prioritize

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and justify all sub-elements of an organization and will match what a given unit reports on in Defense Readiness Reporting System-Marine Corps. Tasks will be listed in order of priority or accomplishment. Tasks must not be too detailed as to degrade commander's flexibility. Tasks shall complement/be nested with the unit's METL, T&R Manuals, (if applicable) and doctrinal publications.

4. Concept of Organization. Describe in detail how the unit is organized to accomplish its wartime mission. Provide a general description of how the unit will organize, deploy, employ, and sustain forces to accomplish the mission. It should include a narrative of actions the unit will likely perform. Include as appropriate task organization, detachments, required augmentation, reserve requirements, etc. This is not the place for command and signal comments. (Example: "The battalion is organized to plan, coordinate, and supervise the general engineering and supply support functions of its subordinate companies. It is structured to facilitate task organization for operations conducted by the battalion in support of the MEF or combinations of several smaller MAGTFs.")

5. Concept of Employment (COE). The COE describes how an organization intends to utilize its personnel and equipment to accomplish their assigned mission. The COE has a direct impact on how many billets (number of personnel based on requirements) and the kind and amount of equipment it requires. This information is critical for analysis related to T/O&E which in turn impacts readiness reporting and the AAO. It documents the operational capabilities of the unit in terms of the six major warfighting functions: Maneuver, Intelligence, Fires, Logistics, Command and Control and Force Protection (references (ba) and (bb)). Specify if those primary functions are performed by other organizations, not applicable to the unit, and/or whether the unit provides such functions for a subordinate unit or in direct or general support of an adjacent unit. Emphasis is upon wartime capabilities, what the unit brings to the fight and how it meets the objectives of the Force Commander. As the fifth element of the MAGTF, all SE units will include the following statement under this paragraph: "Provide individual augmentation to Marine Corps Operating Forces to meet operational contingencies with the highest levels of service to enhance expeditionary training capabilities, support, and readiness." Training units will address the methods and tools used to train the Marine to enter the operational force.

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a. Maneuver. Example: "The Assault Amphibious Vehicle Company provides tactical mobility for supported units, equipment, weapons, and limited amounts of supplies. The tactical advantages to uninterrupted movement to and across the beach, coupled with their inland operational capabilities are superior to those provided by landing craft. The company is transportable by rail, amphibious shipping, strategic airlift, and is capable of supporting equipment embarked aboard maritime positioning ships squadrons."

b. Intelligence. Example: "Intelligence efforts are organized to provide surveillance, reconnaissance, and target acquisition commensurate with fire-and-maneuver capabilities of the battalion and responsive to the reaction time available to the commander. Information, collected by subordinate units as an integral part of their formal combat activities, is translated quickly into intelligence for use by the commander and staff. Capable of limited intelligence processing only, the battalion forwards collected intelligence data to higher headquarters for further processing and use."

c. Fires. Example: "The organic firepower of the battery consists of six M777A2 155mm howitzers; medium and heavy machine guns, grenade launchers, and individual weapons."

d. Logistics. Example: "The company has no logistics capability beyond organic requirements."

e. Command and Control. Example: "With the assistance of a small company headquarters, the company commander analyzes missions, develops and considers courses of action, makes decisions, issues orders and directs/supervises the operations of the company."

f. Force Protection. Example: "The Mobility Assault Company (MAC) provides technical assistance and equipment for the planning and construction of force protection and survivability requirements beyond the organic capability of other division units."

6. Administrative Capabilities. State whether administration is organic or from what organization administrative support will be received. Example: "The squadron is capable of general administration. Personnel administration is conducted at the Installation Personnel Administration Center."

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7. Logistic Capabilities. Addresses internal logistics capabilities (to include aviation logistic capabilities) and a unit's ability to sustain itself. If a paragraph does not apply, put the words "Not Applicable" after the paragraph title. If the capability is not organic put "None" followed by an explanation as to who provides the capability to the unit.

a. Maintenance. State whether maintenance is organic or from what organization maintenance support will be received. Ensure the level of maintenance authorized is specified. Example: "The Marine Wing Support Squadron is capable of limited field level maintenance of all assigned communications, Explosive Ordnance Disposal, engineer, food service, motor transport, Chemical Biological Radiological Nuclear defense equipment, and weapons. Additionally, the MWSS is capable of organizational level maintenance of expeditionary airfield systems equipment and intermediate level maintenance of weather equipment."

b. Supply. State whether supply is organic to the unit, or state from what organization supply support will be received. Example: "The company is capable of receiving, warehousing, and distributing supplies, and conducting fiscal management functions."

c. Transportation. State whether transportation is organic to the unit, or state from what organization transportation support will be received. Example: "The motor transport section of the Headquarters & Support (H&S) Company, Reconnaissance Battalion provides light motor transport and medium tactical vehicle support for limited organic transportation support for the company."

d. General Engineering. State whether engineering is organic to the unit, or state from what organization engineering support will be received. Example: "General engineering is organic for the purposes of routine facilities maintenance and planning. Contracted engineer support is generally used for construction, major renovation, and certain lesser maintenance and repair efforts. When available, operational units from III MEF or the Naval Construction Force may be used for construction, maintenance or repair projects, to the extent the work supports unit training requirements."

e. Health Services. State whether health services are organic to the unit, or state from what organization health service support will be received. Example: "Corpsmen from

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Combat Engineer Battalion (CEB) are normally included in task organized H&S Company Detachments which reinforce the combat engineer company and/or subordinate platoons. Additional medical support is provided by the supported/attaching unit."

f. Services. State whether general services are organic to the unit, or state from what organization general service support will be received. Example: "None. These services are provided by the Headquarters Battery, Artillery Battalion." State whether food services (messing) are organic to the unit, or state from what organization general service support will be received. Example: "None. Food Services are provided by the MWSS."

8. Command and Signal

a. Command Relationships. Provide a general narrative describing the unit's command relationships and, if applicable, existing memorandums of understanding or those requiring development. Example: "The MAC commander may either report to the CEB commander when operating in general support, or he will report to a regimental commander when the company is in direct support of or attached to a regiment. The MAC may provide task organized supporting combined arms teams."

b. Communications and Information Systems. Provide a general narrative describing the unit's concept for the communications and information systems. Highlight any communication or information system procedure or restriction requiring special emphasis. Example: "The Combat Logistics Battalion is capable of limited organic communications support (wire, data, radio). Communications support in excess of organic capability is provided by Combat Logistics Regiment, Marine Logistics Group."

9. Supersession. Insert the statement "This Mission Statement supersedes the previous Mission Statement dated _____, and is effective upon receipt." or "This is a new Mission Statement and is effective upon receipt."

(Add an enclosure containing all UICs affected by the mission statement.)

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SIGNATURE BLOCK

Deputy Commandant for

Combat Development and Integration

*** FORMATTING OF MISSION STATEMENTS WILL COMPLY WITH REFERENCES
(BC) AND (BD) WITH ONLY HEADINGS MODIFIED AS INDICATED IN THIS
APPENDIX. ***

Appendix C

Facts and Justifications (F&J) Template

1. Fact Sheet on: _____
(Name of activity)

(Unit Address)

2. Background and Mission

State mission as approved by appropriate authority. Additionally, provide any useful or significant historical information, state precisely the location of the unit either as in a major city or by distance and direction from a major city, and include any other matter of general interest or significance. Content of this paragraph will vary with the character of the action.

3. Nature of Action

This paragraph should briefly answer the questions, "What and When?". It should state the specific type of action(s), e.g., "To establish/activate (name of activity) on (effective date)"; "To disestablish/deactivate (name of activity) on (effective date)"; or "To relocate the (name of activity) from (enter present location) to (enter new location) on (enter effective date)".

4. Reason for the Action

This paragraph should explain briefly why the action is necessary. It should set forth the basic facts and outline the rationale and justification for the planned action(s). This paragraph will be useful only to the extent it anticipates and answers all questions and objections. Indicate, when applicable, if the action(s) improve efficiency or generate savings.

5. Impact of the Action

The form and content of this paragraph will be determined by the nature of the action(s) and whether it affects DOTMLPF&C, or any combination thereof. Make appropriate adaptations to fit the actual situation.

a. Civilian Personnel

Number of authorized ceilings as of (insert date).

Number of permanent on-board employees as of (insert date).

Estimated annual total civilian salaries.

Number anticipated reduction-in-force separations.

Number anticipated attrition through (enter completion date).

Number of employees to transfer to other activities within the area.

Number of employees to transfer to other activities outside the area.

Number of employees to be increased.

b. Military Personnel (to include Marines and USN both active and reserve)

Current T/O&E: Officers/Enlisted.

Current Authorized Manning: Officers/Enlisted.

Current On Board Strength: Officers/Enlisted.

Number of billets to be retained as a result of action: Officers/Enlisted.

Number of billets to be transferred to other activities within the area: Officers/Enlisted.

Number of billets to be transferred to other activities outside the area: Officers/Enlisted.

Net manning increase/reduction: Officers/Enlisted.

c. Equal Employment Opportunity Impact

Total Number Permanent Work Force (On-board strength)

	Caucasian	Black	Hispanic	Other
<u>Male/Female (M/F)</u>	<u>M/F</u>	<u>M/F</u>	<u>M/F</u>	<u>M/F</u>
(Enter Numbers-----)				

Total Number Affected

	Caucasian	Black	Hispanic	Other
<u>Male/Female (M/F)</u>	<u>M/F</u>	<u>M/F</u>	<u>M/F</u>	<u>M/F</u>
(Enter Numbers-----)				

d. Facilities and Support Data

When a physical installation is affected, the following information, as appropriate, should be included:

- (1) Land area (including building sites) - (number of square feet)
- (2) Value of plant account - Building(s) (\$ amount)
- Equipment (\$ amount)
- Total (\$ amount)
- (3) Maintenance and operating costs by FY: Present (FY____) and \$ amount; last (FY____) and \$ amount; and next (estimated (FY____) \$ amount.
- (4) Estimated curtailment or acquisition costs, by FY.
- (5) Predominate type of building construction and whether permanent, semi-permanent, or temporary.
- (6) Property disposition or acquisition plans or procedures.
- (7) Occupy (insert number of square feet) space under a host-tenant agreement with the (name and location of host activity).
- (8) Occupy (insert number of square feet) space under lease agreement with the (name and location of owner) and indicate amount of rent, or if no rent is charged, stipulate the reason for no costs being involved.

e. OPFOR Data

- (1) Numbers of officer and enlisted personnel involved.
- (2) Estimated annual military salaries of personnel involved.
- (3) Estimated number of dependent families at current location of unit involved, and identify number requiring movement as a result of action.
- (4) Number and type of units at the losing and gaining locations after the completion date.
- (5) Housing unit availability and occupancy rates at both the losing and gaining commands.
- (6) Bachelor officer and enlisted quarters availability and occupancy rates at both the losing and gaining commands.

f. Material. List Type I T/O&E equipment allowances required, either increases, decreases, and/or transfers with estimated costs associated with procurement or shipping. Identify source of funding for all associated equipment costs.

g. Cost. Anticipated savings versus cost of proposed action (show method of calculation).

6. Assistance to Affected Civilians. Identify efforts to assist displaced employees such as placement assistance, coordination with DoD Office of Personnel Management, liaison with the Department of Labor, state employment offices, and private industry. Coordinate with your local Human Resources Office to complete labor obligations before taking action or communicating with bargaining unit employees.

7. Anticipated Congressional Interest. Provide a synopsis of any inquiries received by public officials pertaining to the force structure action.

8. Labor Organizations Affected. Identify any contractual business relations agreement and any concerns regarding union affiliation.

9. Anticipated environmental compliance impact. Given state and local statutes and regulations, provide an estimated timeline and cost of closing a location permanently.

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10. Point of Contact: DSN and Commercial Telephone number and
e-mail account.

/s/

Appendix D

Business Rules for Writing a Proper Billet Requirement

The guidelines for proper use of the necessary data elements within TFSMS used to trigger the Human Resource Development Process (HRDP) are captured in the appendix:

1. MOS Series Designation

a. The Billet Military Occupational Series (BMOS) field must contain a valid MOS [fall into one of the following types: Primary MOS (PMOS), Necessary MOS (NMOS), Free MOS (FMOS), or Exception MOS (EMOS)] found in reference (n) and (o).

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0211	0211				

b. If the PMOS field is populated with a valid PMOS, then there cannot be another PMOS in either ASD field with a QUAL of N.

EXAMPLE (Violation of RULE #2):

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
7525	7525	0202	N		

REMEDY

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
7525	7525	0202	D		

OR

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
7525	7525				

OR

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0202	0202				

c. If the BMOS Series field contains a valid FMOS, then the PMOS field cannot be populated with a valid PMOS, and there cannot be a PMOS in either ASD field with a QUAL of N.

EXAMPLE (Violation of RULE #3):

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
8006	0000	0302	N		

REMEDY

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
8006	0000				

OR

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0302	0302				

d. If the BMOS Series field contains a valid NMOS, then the PMOS field must contain the associated PMOS specified in the MOS Manual. If another NMOS is used in the ASD it can have a QUAL code of N or D. If the BMOS and the PMOS are the same and an NMOS is used in the ASD it can only have a QUAL code of D.

EXAMPLE (Violation of RULE #4):

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0317					

REMEDY

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0317	0311				

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0317	0311	0316	N		

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
0311	0311	0317	D		

e. If the BMOS field contains a valid EMOS, then, at the discretion of the commander, the PMOS field must contain the correct associated PMOS specified in **reference ()**. Note: most billets containing EMOSs do not require a PMOS association --

which is why they are EMOSs. For EMOS billets not requiring a PMOS, 0000 will be recorded.

EXAMPLE (Correct Application of RULE #5)

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
8711	0000				

OR

BMOS Series	PMOS	ASD1	QUAL	ASD2	QUAL
8711	0369				

f. Utilize the "Sex" field to indicate whether the requirement is a male-only billet requirement (e.g., billet within an infantry battalion or BMOS beginning with 03 or 18), female-only billet requirement (e.g., female Drill Instructors at USMC Recruit Depot Parris Island), or gender-neutral billet requirement in accordance with reference (be) (see Figure E-1).

The screenshot displays the Oracle Applications - TFSMS PRODUCTION interface. The main window shows the 'Billet Attributes' screen for a specific billet. The 'Billet Requirements' section on the left includes fields for Alpha Grade (CAPT), Pay Grade (O3), Branch Type (M), Billet Type (A), Manpower Type (A), Pay Plan Cd (MO), Grade (3), BMOS Series (7208), PMOS, Reserve Type, Status (A), Criteria Code, and Function Code. The 'Billet Criteria' section in the center includes fields for ASD1 (7277), Qual (N), ASD2, Qual, Lang1, Qual, Lang2, Qual, BEEC Date, Security Clr (S), Perm (HNRH), Ind Acct, Foot Note, Weapon Code (P), Gender (E), Weapon Excl, Billet Sponsor, Aviation Expert (N), and Aviation Flight Status (N). The 'PEN Data' section on the right includes Manpower PEN (0206118M), Resource ID Code, Financial Disc. Stmt, and PEN Classification. The 'Acquisition Requirements' section includes Acquisition Indicator, Cert. Type, Position Signif, and Career Field. The 'Organizational Reporting' section includes MCC (142), MMCC, PMCC (2BC4), RUC (00820), Geo Loc (HNRH), and Prec. Lvl (FS). The 'Compensation' section includes UIC, UIC Desc, BIC, and BIC Desc. The 'Civilian Requirements' section includes Personnel Type, Position Hire, and Step. The 'Billet Staffing/Manning' section includes Staffing Goal and ASR. The 'School/Edu. Requirements' section includes Educ. Level, School, Qual, School, Qual, Educ. 1, Qual, Educ. 2, and Qual. The 'Navy Requirements' section includes NBIN, NBSC, and NUIC. The 'Joint Requirements' section includes Joint Assign, Position Fill (P), JDAL #, Joint Criticality, and Para Line #. The 'Sex' field is highlighted with a red circle.

Figure D-1.--Sex Field in Billet Attributes Screen in TFSMS.

21 May 2025

2. The following fields must be populated on each billet [see the "billet attributes" screen in TFSMS, refer to the TFSMS Codes Reference Manual (TFSMS List of Values) for detailed field descriptions; the Manual is located in the TFSMS Cognos Public Folder in the reference folder]:

Description
Alpha Grade
Branch Type
Billet Type
Manpower Type
Pay Plan Cd
BMOS Series
PMOS
Reserve Type (if reserve
billet)
Status
Criteria Code (IGCA)
Function Code (IGCA)
Security Clr
Perm
Weapon Code
[Sex](#)
Aviation Expert
Aviation Flight Status
Manpower PEN
MCC
RUC
GEO LOC
Prec Lvl

Appendix E

Action Memo Template

(LETTERHEAD)

"EXAMPLE"

FOR: SECRETARY OF THE NAVY

FROM: General Joseph F Dunford, Commandant of the Marine Corps

SUBJECT: Establishment of Marine Corps Installations Camp Mujuk,
Republic of Korea

- To request the Secretary of the Navy approve the establishment of the Marine Corps Installation Camp Mujuk, Republic of Korea (ROK).
- In 1980, USMC OPFOR (III MEF) began using about 80 acres of Republic of Korea Marine Corps (ROKMC) in the Pohang area now referred as Camp Mujuk, as a containment site during exercises on the Korean peninsula.
- For over 25 years this expeditionary encampment, proximate to port, and airfield, ammunition storage facilities and ROKMC managed ranges and training areas, has proven to be the ideal location for basing Marine Corps OPFOR deployed to the ROK for combined training and operations.
- Transitioning Camp Mujuk from an expeditionary encampment to an installation benefits USMC OPFOR in a number of ways. First, it relieves the CG, III MEF of responsibility for management of base operations support; secondly, the camp is postured to reduce the amount of equipment III MEF units must deploy to Korea and thirdly, the Camp provides bed down facilities to support a battalion landing team size SPMAGTF (about 1500 personnel).

RECOMMENDATION: The Secretary of the Navy concur with establishment of the Marine Corps Installation Camp Mujuk, Republic of Korea.

Approve _____ Disapprove _____

COORDINATION: NONE

Attachments:

1. Facts and Justification (F&J) Sheet

Prepared By: xxxxxx, DC CD&I (TFSD) (703) 784-xxxx

Appendix F

USMC Standard Mission/Operation Duty Weeks

1. General

a. An integral part of manpower requirements determination is the establishment of standard duty weeks for utilization of personnel. In general USMC units and their Tables of Organization and Equipment requirements are divided into two broad categories. These categories are Combat and Combat Support units which are referred to as Operational Forces (OPFOR) units and Garrison, training, and base support which are referred to as SE units. Due to the mission of the USMC as a force in readiness all USMC T/O&Es are based on projected wartime operational requirements. They are used by CMC in the documentation of manpower requirements.

b. The USMC standard duty weeks are key elements in the calculation of USMC manpower requirements. They are guidelines for sustained personnel utilization under projected wartime conditions and are not intended to reflect the limits of personnel endurance. They are for planning purposes only and are not restrictive nor binding on commanders or commanding officers in establishing individual working hours. Daily operational workload intensity is a function of operational requirements; as such, the actual day-to-day management of personnel is the responsibility of the command and/or unit's commander or designated individuals acting in this capacity. Factors such as mission accomplishment, safety, moral, and esprit de corps should always be considered when managing personnel operational duty lengths.

2. Policy. The parameters established in this appendix will be used, unless agreed upon in advance by CMC or DC CD&I acting on his behalf, to standardize the process and data used to determine or evaluate USMC manpower requirements that support planning

3. Basic Duty Week/Period Considerations. Although all USMC Tables of Organization and Equipment are constructed to support wartime requirements different factors must be considered when evaluating manpower requirements. For this reason the type of unit, organization, and personnel involved have been taken into account when calculating the general manpower assumption outlined in this appendix.

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a. Work Averaging. The nature of USMC duty/watch requirements make it difficult under all circumstances to fix duty periods on a daily or weekly basis. Averaging techniques are therefore employed in determining the elements comprising the various duty weeks. As a result, duty weeks are not necessarily an expression of the maximum weekly hours that may be expended by an individual in any particular week, but rather they are a regulate and standardized weekly hours to be used in manpower planning for weekly, monthly and annual requirements.

b. Unit Assumptions. Average weekly hours expressed in each USMC standard duty week are guidelines for sustained wartime personnel requirements and/or support full utilization requirements. USMC units and their Tables of Organization and Equipment requirements are divided into two broader categories referred to as Combat (Operating Forces) and Combat Support (SE) units. Basic assumptions are as follows:

(1) Operational Force. Operating force commands and units within the GCE, ACE, LCE and their subordinate units are assumed to always be under wartime operations supporting two 12-hour work shifts/operational duty day lengths on a continual rotation. Marine Forces headquarters are considered under the operating forces but their manpower requirements are calculated used the SE criteria.

(2) Supporting Establishment (SE). SE units (e.g., Base, Station, and Training Commands) use the following criteria for manpower requirements development:

(a) Military. Use 9.5 hours as the operational duty day, based on a 5 day duty week.

(b) Civilian. Use 8 hours work shift/operational duty day, based on a 5 day duty week.

c. Personnel Assumptions

(1) Military

(a) Military personnel assigned to Operating Force units are calculated to have 11.04 hours of daily operational/productive time representing 77.28 hours of productive time a week.

(b) Military personnel assigned to SE units are calculated to have 8.27 hours of daily operational/productive

time representing 41.35 hours of productive time a week.

(2) Civilians

(a) Civilian personnel assigned to any units are calculated to have 6.70 hours of daily operational/productive time representing 33.50 hours of productive time a week. The exception to these times is civilians designed as 56 or 72 hour weekly employees (usually watch stander such as fire fighters and/or civilian police).

(b) The determination of standard workweeks for foreign national civilian employees manpower requirements is the responsibility of budget submitting officers and are developed by local officials. DC M&RA approval of foreign national workweeks is not required. The standard workweek will continue to be used in determining all U.S. civilian manpower requirements overseas.

d. Duty/workweek Analysis. Use the USMC standard manpower assumptions provided in paragraph 4 for all manpower requirement analysis.

4. Detailed Description of USMC Standard Workweeks.

a. Operational Forces Combat/Operational units - Military Personnel.

Standard duty day	12	hours
Productive duty day	11.04	hours
Standard duty week	84	hours
Productive duty week	77.28	hours

Analysis of Duty Hours (Notes 1 - 3 are applicable to all above listed categories)

Note 1. A standard duty week is 84 hours (12 hours x 7 days), productive time accounts for combat rest and relaxation respite (14 days, per year of combat operations (24 hours x 14 days)).

Note 2. Tasks such as the time it takes to eat, clean weapons, and other non-work producing actions were considered, however not included in figures above since they were deemed part of the duty/operation period. Additionally, it is recognized that Operating Force units such as infantry units can be engaged in excess of 24 hours depending on operations. The figures provided above are the point at which most Operating Force

manpower estimates and evaluation shall start.

Note 3. When required, analysts shall use an average of 365.25 days a year (including leap year), and 12 hour duty period/work-hours per Marine when required for analysis of Operating Force units.

b. Support Establishment and non-operational combat support (e. g., Base, Station, and Training Commands).

(1) Military personnel

Standard duty day	9.5	hours
Productive duty day (NOTE 1)	8.274	hours
Standard duty week	47.5	hours
Productive duty week (NOTE 1)	41.35	hours

(2) Civilian personnel standard 40 hour work week

Standard workday	8	hours
Productive workday (NOTE 2)	6.7	hours
Standard workweek	40	hours
Productive workweek (NOTE 2)	33.50	hours

(3) Civilian personnel employing 56 hour work week

Standard workday	X	hours
Productive workday (NOTE 3)	X	hours
Standard workweek	56	hours
Productive workweek (NOTE 3)	49.43	hours

(4) Civilian personnel employing 72 hour work week

Standard workday	X	hours
Productive workday (NOTE 4)	X	hours
Standard workweek	72	hours
Productive workweek (NOTE 4)	63.59	hours

Analysis of Duty/Work Hours (Note 5 is applicable to all above listed categories)

Note 1. A standard duty week is 47.5 hours (9.5 hours x 5 days), productive time accounts for 10 federal holidays (e.g., 80 work hours a year) and 30 days of leave a year.

Note 2. A standard workweek is 40 hours workweek (8 hours x 5 days), productive time accounts for 10 Federal holidays (e.g.,

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80 work hours a year) and 260 hours for leave (6 hours leave + 4 hours sick leave x 26 pay periods).

Note 3. A civilian personnel employing/operating under a 56 hours workweek (normally 8 hours x 4 days; plus one 24 hour day per week), productive time accounts 260 hours for leave (6 hours leave + 4 hours sick leave x 26 pay periods).

Note 4. A civilian personnel employing/operating under a 72 hours workweek (Normally 24 hours x 3 days, productive time accounts 260 hours for leave (6 hours leave + 4 hours sick leave x 26 pay periods).

Note 5. Tasks such as the time it takes to eat, clean weapons, and other non- work producing actions were considered offset, however they were not since they were deemed part of the duty/operation period for military personnel. Additionally, it recognized that Marines and civilian personnel at various units may work/operate in excess of times outlined here, or on alternate rotationally shift/schedule based on the unit and/or a section mission requirements. However, these are general manpower estimate facts and assumptions which shall be the starting point for manpower analysis and/or evaluations.