



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

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MARINE CORPS ORDER 5420.25

From: Commandant of the Marine Corps
To: Distribution List

Subj: THE MARINE REQUIREMENTS OVERSIGHT COUNCIL (MROC)

Ref: See enclosure (1)

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(7) Notional Marine Requirements Oversight Council (MROC)
Process Timeline

1. Situation. This Order provides policy and procedural guidance for convening the Marine Requirements Oversight Council (MROC). This Order is in accordance with references (a) through (m).

2. Cancellation. Commandant of the Marine Corps Policy Memorandum 1-17.

3. Mission. The MROC serves as the primary, enterprise-level Marine Corps leadership forum and assists the Commandant of the Marine Corps (CMC) in executing his Title 10 United States Code and Joint Chiefs of Staff responsibilities. The MROC also helps the CMC align the service to the National Defense Strategy and Defense Planning Guidance in a strategic, competitive environment. To do so, the MROC advises the CMC and makes appropriate decisions on force development and a wide range of corporate functions, to include capabilities and requirements;

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military and civilian manpower; individual and unit training; professional military education; equipping and sustaining fielded units; operational matters; logistics and acquisition management; force structure; warfighting concepts; information environment and associated capabilities; and securing, allocating, and managing resources.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The MROC considers strategic, service-level initiatives, issues requiring 4-star decision-making, and other key issues when the decision affects multiple stakeholders, is contentious, or when MROC discussion and decision would benefit the outcome. The MROC also makes informed decisions on behalf of the CMC and shares information amongst members and the Marine Corps at large.

(b) As members of the Marine Corps corporate board, MROC members exercise their considerable experience and expertise to advise the Assistant Commandant of the Marine Corps (ACMC) and the CMC in their decision-making. Regardless of their areas of expertise or their current or former responsibilities, MROC members also adopt a broad, institutional perspective and advance solutions that best achieve the CMC's priorities and service requirements. MROC members do not advocate for their own area of responsibility or in support of individual constituencies. Enclosure (2) of this Order lists the MROC members.

(c) The rapidly changing competitive environment requires that executive decision-making keep pace to ensure that decisions are rendered when required and with the quality to support the CMC's strategic priorities. Concurrently, informed decisions require knowledge of fully burdened resource requirements, sound analytic underpinnings, and completed assessments of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) pillar impacts. Topic sponsors must identify all required resources and ensure that required analyses and assessments are complete prior to entering the MROC Process.

(d) MROC advice and decisions focus on overseeing and prioritizing requirements, and optimizing the application of finite resources to attain CMC and service priorities. While consensus is beneficial, the MROC will not sub-optimize decisions to achieve unanimous agreement.

(2) Concept of Operations

(a) The ACMC, as the MROC Chairman, renders MROC decisions or elevates MROC recommendations to the CMC for final decision. The CMC chairs MROC meetings only when issues warrant his attendance. CMC-chaired MROC meetings are titled Executive Marine Requirements Oversight Councils (EMROCs).

(b) The Deputy Commandant for Programs and Resources (DC P&R) serves as the MROC Secretary, assisting the MROC Chairman in managing the MROC Process. The MROC Secretariat is established under the MROC Secretary to support the MROC Process.

(c) The MROC Chairman publishes an annual plan developed by the MROC Secretary that includes meeting at key points in Force Development and the Planning, Programming, Budgeting, Execution, and Assessment (PPBEA) Process to provide guidance, approve products, and forward recommendations for CMC decisions.

(d) To achieve the CMC's priorities, MROC decision briefs will incorporate the best accessible data and analysis to support informed, evidence-based decisions. MROC topic sponsors must apply sufficient resources, engage Marine Corps analytic agencies, and coordinate with key stakeholders and the MROC Secretary early in proposal development. Early coordination and engagement is key to ensuring that MROC briefs include all required content, identify and resolve differences, and sequence decision briefs relative to DoD, Department of the Navy (DON), Naval-Integration, and PPBEA Process timelines.

(e) The outputs of the MROC Process are executable 4-star decisions and plans that achieve the CMC's priorities. When there are alternative positions, those alternatives are presented and discussed during MROC deliberations. When MROC recommendations are forwarded to the CMC for decision, alternative positions are forwarded along with the MROC recommendation. Topic sponsors engage key stakeholders prior to entering the MROC Process to identify and include alternative positions in briefing materials. Stakeholders offering

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alternative positions brief their positions with supporting data and analytics.

(f) Framework. The MROC functions within the framework of well-defined DoD, DON, and Marine Corps systems and processes (e.g., the Joint Capabilities Integration and Development System (JCIDS), Marine Corps Force Development and Integration Processes, and the Marine Corps PPBEA Process). Enclosure (3) of this Order discusses MROC functions.

(g) Marine Requirements Oversight Council (MROC)
Meetings

1. The MROC meets as required to review and deliberate proposals and render decisions. The MROC Chairman may direct the scheduling of informational briefs on key issues when MROC presentation and discussion are deemed beneficial (e.g., issues that require senior leader guidance for PPBEA planning or programming). The MROC Chairman may approve 3-star-level meetings (held in the Chairman's absence) when the intent is informational or a 3-star working level meeting in preparation for a subsequent MROC decision brief.

2. Attendance at MROC briefs is limited to the MROC Chairman, MROC members (see enclosure (2)), briefers with speaking roles, and meeting support personnel. The MROC Chairman may invite additional attendees.

3. The MROC Chairman may meet in executive session with MROC members present. In those cases, the Military Assistant to the ACMC and an MROC Secretary recorder will also attend to provide support and document decisions.

4. Issues that require MROC consideration but do not warrant the formal convening of the MROC may be suitable for electronic "Paper MROC" staffing. Electronic MROC staffing is appropriate for decisional topics that are not contentious; have only one viable Course of Action (COA) in addition to the status quo; and would not benefit from formal, in-person discussion.

(h) Marine Requirements Oversight Council (MROC)
Briefing Materials

1. Required Materials. Topics scheduled for formal briefing or electronic staffing require Microsoft PowerPoint slide presentations and narrative executive

summaries. For topics seeking document approval, such as JCIDS documents, draft documents are also required. Additional supporting materials may be approved by the MROC Secretary for inclusion as supplementary read-ahead materials. Topic sponsors submit all required materials to the MROC Secretariat by the established submission deadline. This document submission marks the topic's formal entry into the MROC Process.

2. Standardization. MROC briefs and executive summaries are standardized in accordance with direction provided in the MROC Handbook, which is published by the MROC Secretary and available from the MROC Secretariat. Standardization supports informed MROC decisions by ensuring that briefs include all necessary content, exclude superfluous information, and present issues in a logically structured manner. Briefing organizations are afforded latitude to refine slide presentation structure to the extent necessary to meet the unique requirements of their brief, subject to MROC Secretary approval.

3. Briefing Content

a. MROC briefs are structured to support high-level executive discussion and informed decisions. The main body of the slide presentation contains streamlined content with "back up" slides containing additional detail that may be referred to, as required. Main body content and briefer "scripts" are structured to minimize time spent "briefing slides" and maximize the time available for MROC discussion within the total time allotted for the brief.

b. MROC brief slide presentations require the following content (see MROC Handbook for additional information):

(1) Title slide identifying the briefing title, Marine Requirements Oversight Council Review Board (MRB) and MROC presentation dates, sponsoring organization, briefer(s), classification/declassification information, and version number.

(2) Purpose statement identifying the reason(s) for presenting the brief, MROC decisions sought and desired outcomes, or whether the brief is informational only.

(3) Background, to include authoritative requirements documents and information that provide context for the brief, such as higher-level guidance and previous decisions

that bear on the topic, and events that influence the timing of the proposal or deadline for decision.

(4) Assumptions and parameters that have a bearing on the topic or must be understood when considering the proposal.

(5) Risk discussion, to include the risk to mission, risk to the force, risk to the institution of not approving the proposal, or applying less than the requested level of resources, and the risk to the competitive position of the Marine Corps.

(6) COAs with fully encumbered resource requirements, compensatory offsets, and their advantages and disadvantages.

(7) Congressional interests and other external factors whose presence, absence, or relative strength may adversely or favorably impact the proposal or COA selection.

(8) Transition requirements that include interim, near-term actions and resourcing required to "bridge" to the implementation of the proposed solution.

(9) Plan of action and milestones or way ahead.

(10) Recommendations and decisions. These should mirror the "decisions sought" identified in the purpose statement.

(11) Tasks generated from the recommended decisions and reporting requirements necessary to confirm the completion of MROC-directed actions.

(i) Marine Requirements Oversight Council Review Board (MRB). The MRB is a General Officer/Senior Executive Service (GO/SES) venue (1 and 2-star or equivalent). The MRB reviews briefs prior to MROC presentation to confirm topics are appropriate for MROC consideration and that their content and format will inform MROC decisions. The Assistant Deputy Commandant for Programs and Resources (Programs) (ADC P&R(P)) is the MRB Chairman. Principal MRB members consist of assigned representatives of each of the MROC members. Associate MRB members represent additional designated Headquarters United States Marine Corps (HQMC) and other organizations. MRB members

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are listed in enclosure (4) of this Order. Enclosure (5) discusses MRB functions.

(j) Marine Requirements Oversight Council (MROC)
Decision Support Assessments and Evaluations

1. Two bodies formally assess and evaluate MROC/MRB topics to confirm that proposals accurately identify their impacts, resource consequences, affordability, and risks. The Total Force Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Cost (DOTMLPF-C) Working Group (TF DWG), chaired by the Combat Development and Integration (CD&I) Total Force Structure Division (TFSD) and the Programs and Resources (P&R) Program Analysis and Evaluation (PA&E) Division conduct separate decision support assessments that are discussed in enclosure (6) of this Order.

2. Due to their sometimes emergent and time-sensitive nature, not all issues will lend themselves to the deliberate process of the formal assessments outlined herein. In those instances, the MROC Chairman and/or the MROC Secretary will make the determination on a case-by-case basis as to whether the topic/issue will proceed to the MROC without formal assessment.

(k) Marine Requirements Oversight Council (MROC)
Documentation

1. Marine Requirements Oversight Council
Decision Memorandums (MROCDMs). MROC decisions and direction are documented in MROCDMs produced by the MROC Secretary and signed by the MROC Chairman. MROCDMs are primarily for the benefit of the MROC members and staff who take action on MROC decisions. Therefore, their dissemination, like all MROC documents (e.g., briefing slides, supporting materials, and the other forms of MROC memorandums discussed below), is limited to members and those who require the information in the performance of their duties. Decisions documented in MROCDMs often result in All Marine Messages, Marine Administrative Messages, Marine Corps Orders or Bulletins, or other correspondence for the benefit of wider audiences.

2. Marine Requirements Oversight Council
Memorandums (MROCMs). MROCMs promulgate MROC policy or administrative information to MROC members. MROCMs also inform MROC members of 4-star decisions made outside the MROC Process,

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when their documentation and archiving in MROC historical files is beneficial. MROCMs may be signed by the MROC Chairman or MROC Secretary depending on their purpose.

3. Marine Requirements Oversight Council Review Board (MRB) Memorandums. MRB Memorandums are the result of MRB briefs that are not intended for MROC presentation, are not decided at the MRB level, or are not forwarded to the MROC (e.g., not suitable, or ready for MROC presentation).

4. Marine Requirements Oversight Council (MROC) Documentation Releasability. In addition to disseminating MROC documentation within the Marine Corps to only those who require it in the performance of their duties, release outside the Marine Corps requires prior approval of the MROC Secretary. Requests for external release are forwarded to the MROC Secretariat. The Secretariat will coordinate legal review with the Counsel for the CMC prior to obtaining approval.

5. Marine Requirements Oversight Council (MROC) Document Historical Archive. The MROC Secretary maintains a historical archive of MROC memorandums, briefing materials, and supporting documentation. These materials are available from the MROC Secretariat.

b. Subordinate Element Missions

(1) Marine Requirements Oversight Council (MROC) Chairman. The MROC Chairman will:

- (a) Chair the MROC.
- (b) Manage the MROC Process.
- (c) Consider advice of the MROC members and render decisions on behalf of the CMC. Decide when to elevate MROC recommendations to the CMC for decision.
- (d) Modify MROC procedures as necessary, consulting with the CMC when appropriate.
- (e) Publish an annual MROC plan that includes meeting at key points during Force Development and the PPBEA Processes.

(2) Marine Requirements Oversight Council (MROC) Secretary. The MROC Secretary will:

(a) Assist the MROC Chairman in managing the MROC Process.

(b) Develop and execute a MROC Chairman-approved MROC annual plan encompassing all upcoming Force Development, PPBEA, and other planned MROC events.

(c) Provide administrative support to the MROC Chairman.

(d) Schedule and coordinate MROC meetings and briefings.

(e) Ensure briefing material content, structure, and format support executive level deliberations and informed MROC decisions.

(f) Ensure the timely dissemination of read-ahead materials to support MROC member preparation for scheduled events.

(g) Coordinate the "Paper MROC" staffing of issues appropriate for electronic staffing.

(h) Record and promulgate all MROC decisions, directed actions, and reporting requirements. Identify an Office of Primary Responsibility (OPR) for MROC-directed actions and requirements. Document MROC direction with specificity sufficient to facilitating proper execution according to the MROC's intent.

(i) Administratively track implementation of MROC decisions.

(j) Maintain historical files containing all MROC memorandums, briefing materials, and supporting documentation. These materials will be available from the MROC Secretariat.

(k) Publish and maintain the MROC Handbook to inform and guide MROC procedures and briefing preparation.

(l) Act as a conduit of information to the MROC members.

(3) Marine Requirements Oversight Council (MROC) Members

(a) Participate in all MROC meetings, or when unavailable, ensure representation by an appropriate senior member of their staff.

(b) Advise the ACMC and CMC in decision-making informed by their considerable experience and expertise. Provide advice from a broad, institutional perspective to advance solutions that best achieve the CMC's priorities and service requirements. There is no intent for MROC members to advocate for their functional area of responsibility or in support of individual constituencies.

(c) Arrive at MROC sessions informed and prepared to deliberate topics under consideration. Efficient use of the members' time requires minimizing time spent during MROC sessions educating members and fielding questions. Members reach out to topic sponsors prior to MROC sessions to request pre-briefs, solicit additional information, clarify points, and offer concerns.

(d) Sponsor topics for MROC consideration.

(e) Offer alternative options on issues under MROC consideration. Brief those alternatives when topics are presented to the MROC.

(f) Consider providing the MROC Secretariat "read-only" access to the MROC member's Microsoft Outlook scheduling calendar to facilitate the efficient scheduling of MROC events.

(g) Enclosure (2) of this Order lists the MROC members.

(4) Marine Requirements Oversight Council Review Board (MRB) Chairman. The MRB Chairman will:

(a) Assist the MROC Secretary in executing his responsibilities, and oversee the activities and support provided by the MROC Secretariat staff.

(b) Chair the MRB and execute MRB functions in accordance with enclosure (5) of this Order.

(c) Designate associate members and invite guests, including persons from other services or staffs, for appropriate portions of meetings (e.g., Deputy Assistant Secretary of the

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Navy (Air-Ground Programs) and Program Executive Officer Digital).

(d) Act as a conduit of information between the MRB, MROC Chairman, and MROC Secretary.

(e) Provide the MROC Chairman and MROC Secretary updates on MRB outcomes.

(5) Marine Requirements Oversight Council Review Board (MRB) Members

(a) Participate in all MRB meetings, or when unavailable, ensure representation by an appropriate senior staff member.

(b) Assist the MRB Chairman in executing MRB functions in accordance with enclosure (5) of this Order.

(c) Confirm that issues presented warrant MROC consideration and that the content and structure of briefs will facilitate MROC decisions.

(d) Recommend refinements.

(e) Approve briefs for MROC presentation or recommend that the MROC Secretary defer MROC presentation pending adjustments to the brief.

(f) Act as a conduit of information to the MROC members.

(g) Consider providing the MROC Secretariat "read-only" access to the MRB member's Microsoft Outlook scheduling calendar to facilitate the efficient scheduling of MRB events.

(h) Enclosure (4) of this Order lists the MRB members.

(6) Marine Requirements Oversight Council (MROC) Topic Sponsors. Sponsors will:

(a) Identify topics and request the MROC Secretary schedule them as part of the MROC annual plan. The MROC Secretary will issue a call for topics each summer.

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(b) Request the MROC Secretary schedule emergent topics as they are identified. Request dates well in advance of decision deadlines - three to four months prior to presentation, where practicable. Early scheduling is key to appropriate timing and sequencing briefs relative to DoD, DON, Naval-Integration, PPBEA, and other decision deadlines.

(c) Coordinate with Marine Corps analytic agencies, the MROC Secretary, key stakeholders, and affected commands early in topic development to ensure that MROC topics include all required content and supporting analytics, identify and resolve points of friction and supportability issues.

(d) Include stakeholder alternative perspectives in briefing materials. Stakeholders offering alternative perspectives brief their perspectives to the MROC with supporting data and analysis.

(e) Coordinate with the CD&I TFSD to schedule and complete TF DWG assessments of topics prior to entering the MROC Process (i.e., the due date for providing the MROC Secretariat briefing materials). Enclosure (6) of this Order provides additional detail.

(f) Coordinate with P&R PA&E Division to schedule and complete PA&E-independent assessments of topics prior to entering the MROC Process. Enclosure (6) of this Order provides additional detail.

(7) Deputy Commandant for Combat Development and Integration (DC CD&I)

(a) Conduct TF DWG assessments to confirm MROC Decisional topics accurately and identify DOTMLPF-C pillar impacts, resource consequences, and risks. Enclosure (6) of this Order discusses MROC decision support assessments and evaluations.

(b) Coordinate MROC topic assessment timelines with the MROC Secretariat. TF DWG assessments and MROC schedules are synchronized to deliver assessment reports to the MROC Secretariat before topics enter the MROC Process.

(c) Present assessment results at associated MRB and MROC briefs.

(8) Deputy Commandant for Programs and Resources (DC P&R)

(a) Conduct PA&E Division independent evaluations of MROC decisional topics to improve resource allocation decisions and the evaluation of institutional risks.

(b) Assess the adequacy and accuracy of data and analysis in MROC topic products, provide credible affordability analysis and greater institutional context (e.g., resource consequences, tradeoff analysis, etc.) to inform MROC decisions on resource-related initiatives.

(c) As applicable, provide institutional Marine Corps, DON, and/or Office of the Secretary of Defense perspectives. Enclosure (6) of this Order discusses MROC decision support assessments and evaluations.

(d) Coordinate MROC topic independent evaluation timelines with the MROC Secretariat. PA&E evaluations and MROC schedules are synchronized to deliver evaluation results to the MROC Secretariat before topics enter the MROC Process.

(e) Present evaluation results at associated MRB and MROC briefs.

5. Administration and Logistics

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

b. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The

DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended [reference (k)] and implemented per reference (l).

c. Forms. There are no forms used in this Order.

d. Updates. Updates made to this Order must be done in accordance with the current iteration of reference (m).

e. Recommendations. Recommendations concerning the contents of this Order are welcomed and may be forwarded to DC P&R via the appropriate chain of command.

f. Marine Requirements Oversight Council (MROC) Chairman Pre-Briefs

(1) MROC Chairman pre-brief attendance is limited to the MROC member sponsoring the scheduled MROC brief and briefers with speaking roles. When appropriate, the MROC Secretary may coordinate key stakeholder attendance with the MROC Chairman. The MROC Secretary, MRB Chairman, and a MROC Secretariat recorder will also attend.

(2) The MROC Secretariat coordinates MROC Chairman pre-brief attendance.

g. Marine Requirements Oversight Council (MROC) Secretary and Marine Requirements Oversight Council Review Board (MRB) Chairman Pre-Briefs

(1) Pre-brief attendance consists of the MROC member sponsoring the scheduled MROC brief and the briefing team. When appropriate, the MROC Secretary or MRB Chairman, as applicable, may invite key stakeholders to attend.

(2) The MROC Secretariat coordinates MROC Secretary and MRB Chairman pre-briefs.

h. The MROC Handbook contains MROC Process, procedures, and slide/executive summary templates. The handbook may be obtained from the MROC Secretariat.

6. Command and Signal

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

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

A handwritten signature in black ink, appearing to read "EM/MS", is positioned above the printed name.

ERIC M. SMITH

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References

- (a) CJCSI 5123.01I, "Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System," October 30, 2021
- (b) CJCSM 3105.01B, "Joint Risk Analysis Methodology," December 22, 2023
- (c) SECNAVINST 5000.2G, "Department of the Navy Implementation of the Defense Acquisition System and the Adaptive Acquisition Framework," April 8, 2022
- (d) MCO 7000.1, "Marine Corps Planning, Programming, Budgeting, Execution, and Assessment Process," August 23, 2022
- (e) MCO 5311.1E, "Total Force Structure Process," November 18, 2015
- (f) MCO 3900.17, "The Marine Corps Urgent Needs Process and the Urgent Universal Need Statement," October 17, 2008
- (g) Force Design 2030
- (h) United States Marine Corps Force Development System User Guide
- (i) SECNAV M-5210.1 w/CH-1, "Department of the Navy Records Management Program," September 23, 2019
- (j) MCO 5210.11F, "Marine Corps Records Management Program," April 7, 2015
- (k) 5 U.S.C. § 552a, "Title 5 of the United States Code - Government Organization and Employees, Records Maintained on Individuals"
- (l) SECNAVINST 5211.5F, "Department of the Navy Privacy Program," March 17, 2022
- (m) MCO 5215.1K w/Admin CH-1, "Marine Corps Directives Management Program," March 17, 2022

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Marine Requirements Oversight Council (MROC) Members

1. MROC principal members attend all MROC meetings, or when unavailable, are represented by an appropriate senior staff member.
2. MROC associate members are invited to all MROC meetings, but their attendance is not mandatory. The Marine Expeditionary Force (MEF) Commanding Generals and Commander, Marine Corps Forces Central Command (COMMARFORCENT), and Commander, Marine Corps Forces Europe and Africa (COMMARFOREUR/AF) are designated MROC associate members, recognizing that operational focus will limit their ability to attend MROC meetings. Associate members enjoy the full rights and privileges of MROC membership. They receive MROC schedules, read-ahead materials, and copies of signed MROC memorandums. Associate members are copied on all electronically staffed MROC issues with the option to provide input. Parent Marine Forces (MARFOR) MROC principal members represent MEF associate members when the latter do not attend.
3. In addition to the MROC members, other Marine Corps 3-star general officers assigned to external positions are invited to attend MROC meetings and receive MROC schedules, read-ahead materials and signed MROC memorandums. They are afforded the opportunity to provide comment to the MROC via the MROC Secretary in advance of MROC meetings if unable to attend.
4. The MROC Chairman may invite guests, including persons from other services or staffs, for appropriate portions of meetings. OPNAV N95 will be invited to attend MROC briefs when select naval topic areas are considered.

5. Marine Requirements Oversight Council (MROC) Principal Members

- a. Assistant Commandant of the Marine Corps (ACMC) - MROC Chairman.
- b. Director of the Marine Corps Staff (DMCS).
- c. Deputy Commandant for Programs and Resources (DC P&R) - MROC Secretary.
- d. Deputy Commandant for Aviation (DC AVN).
- e. Deputy Commandant for Combat Development and Integration (DC CD&I).

- f. Deputy Commandant for Information (DC I).
- g. Deputy Commandant for Installations and Logistics (DC I&L).
- h. Deputy Commandant for Manpower and Reserve Affairs (DC M&RA).
- i. Deputy Commandant for Plans, Policies, and Operations (DC PP&O).
- j. Commanding General, Training and Education Command (CG TECOM).
- k. Commander, Marine Corps Forces Command (COMMARFORCOM).
- l. Commander, Marine Corps Forces Pacific (COMMARFORPAC).
- m. Commander, Marine Corps Forces Reserve (COMMARFORRES).
- n. Counsel for the Commandant (CL).
- o. Commander, Marine Forces Special Operations Command (COMMARFORSOC).
- p. Legislative Assistant to the Commandant.
- q. Assistant Deputy Commandant for Programs and Resources (Programs) (ADC P&R(P)) - MRB Chairman.

6. Marine Requirements Oversight Council (MROC) Associate Members

- a. Commanding General, I Marine Expeditionary Force (CG I MEF).
- b. Commanding General, II Marine Expeditionary Force (CG II MEF).
- c. Commanding General, III Marine Expeditionary Force (CG III MEF).
- d. Commander, Marine Corps Forces Central Command (COMMARFORCENT).

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e. Commander, Marine Corps Forces Europe and Africa
(COMMARFOREUR/AF) .

Marine Requirements Oversight Council (MROC) Functions

1. MROC functions include, but are not limited to the following:

a. Force Development and Integration. Oversee Force Development and Integration Processes, provide guidance, decide issues, and approve products or forward recommendations for CMC decision in accordance with references (c), (e), (f), and (i).

b. Planning, Programming, Budgeting, Execution, and Assessment (PPBEA) Process

(1) Oversee the PPBEA Process, provide guidance, decide issues, and approve products or forward recommendations for CMC decisions in accordance with the current version of reference (d).

(2) The MROC annual plan will include EMROC and MROC meetings at key points during each PPBEA cycle phase as directed in the current version of the reference (d).

(3) Ensure the draft Marine Corps Program Objective Memorandum (POM) and Budget Estimate Submission (BES) submitted for CMC approval reflect appropriate integration with the Navy draft POM/BES submission and are focused on achieving the CMC's priorities. The MROC will ensure the draft POM and BES are in compliance with DoD, DON, and CMC guidance.

c. Conduct comprehensive reviews of current and emerging issues, new policies, and/or proposed programs that appropriately incorporate operational needs, costs and affordability, funding strategies, risk, and other relevant factors enabling development of feasible and effective courses of action for CMC decision.

d. Approve requirements (to include warfighting, training, and Defense Business Systems requirements) once they have been validated by DC CD&I. Review and approve capability documents for entry into the JCIDS. Additionally, the MROC will review capability needs not addressed within JCIDS such as Urgent Universal Need Statements (UNSSs), validate them, and direct appropriate action such as funding priority.

e. Conduct service-chaired Requirements/Acquisition Gate Reviews of Marine Corps acquisition programs applicable to the DON Two-Pass, Seven-Gate Governance Process (Gate 1, 2, and 3

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reviews, as well as Gate 6 reviews to endorse a program's updated Capability Development Document). Reference (c) prescribes the process.

f. Conduct selected acquisition program reviews of critical Marine Corps and/or Naval programs not reviewed under the DON Two-Pass, Seven-Gate Governance Process. Reviews will confirm performance, costs, and schedules and address substantive issues prior to DON, Office of the Secretary of Defense, or congressional review.

g. Develop recommended Marine Corps positions and strategies on DoD, Joint, and Naval concepts, capability proposals, programs, and issues. These include, but are not limited to, issues that are scheduled for the Deputy Secretary of Defense Management Action Group (DMAG), Secretary of the Navy (SECNAV), Joint Requirements Oversight Council (JROC), Naval Board, or Army-Marine Corps Board (AMCB) review/action.

Marine Requirements Oversight Council Review Board (MRB) Members

1. MRB principal members attend all MRB meetings, or when unavailable, are represented by an appropriate senior member of their staff.
2. MRB associate members are invited to attend all MRB meetings, but their attendance is not mandated. Associate members receive MROC schedules, read-ahead materials, and copies of signed MROC memorandums. Parent MARFOR MRB principal members represent MEF associate members at MRB events when the latter do not attend.
3. The MRB Chairman may designate additional associate members and invite guests, including persons from other services or staffs, for appropriate portions of meetings.

4. Marine Requirements Oversight Council Review Board (MRB)
Principal Members

- a. Assistant Deputy Commandant for Programs and Resources (Programs) (ADC P&R(P)) - MRB Chairman.
- b. Assistant Deputy Commandant for Aviation.
- c. Assistant Deputy Commandant for Combat Development and Integration.
- d. Assistant Deputy Commandant for Information.
- e. Assistant Deputy Commandant for Installations and Logistics.
- f. Director, Manpower Plans and Policies Division, Manpower and Reserve Affairs.
- g. Assistant Deputy Commandant for Plans, Policies, and Operations.
- h. Executive Deputy, Marine Corps Training and Education Command.
- i. Deputy Commander, Marine Corps Forces Command.
- j. Deputy Commander, Marine Corps Forces Pacific.
- k. Executive Director, Marine Corps Forces Reserve.

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- l. Deputy Counsel for the Commandant of the Marine Corps.
 - m. Deputy Commander, Marine Forces Special Operations Command.
 - n. Deputy Legislative Assistant to the Commandant.
 - o. Deputy Director of the Marine Corps Staff.
5. Marine Requirements Oversight Council Review Board (MRB) Associate Members
- a. Assistant Deputy Commandant for Programs and Resources (Resources).
 - b. Assistant Deputy Commandant for Programs and Resources (Evaluation).
 - c. Deputy Commanding General, I Marine Expeditionary Force.
 - d. Deputy Commanding General, II Marine Expeditionary Force.
 - e. Deputy Commanding General, III Marine Expeditionary Force.
 - f. Deputy Commander, Marine Corps Forces Central Command (COMMARFORCENT).
 - g. Deputy Commander, Marine Corps Forces Europe and Africa (COMMARFOREUR/AF).
 - h. Commander, Marine Corps Forces Cyberspace Command.
 - i. Commander, Marine Corps Forces Space.
 - j. Commander, Marine Corps Installations Command.
 - k. Commander, Marine Corps Logistics Command.
 - l. Commander, Marine Corps Systems Command.
 - m. Commanding General, Marine Corps Recruiting Command.
 - n. Director, Capabilities Development Directorate, Combat Development and Integration.

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- o. Director, Expeditionary Warfare (OPNAV N95).
- p. Director, Information, Command, Control, Communications, and Computers Division, Information Department.
- q. Director, Information Intelligence Division, Information Department.
- r. Director, Communication Directorate HQMC.
- s. Program Executive Officer, Land Systems (PEO LS).

Marine Requirements Oversight Council Review Board (MRB)
Functions

1. MRB functions include, but are not limited to the following:

a. Ensure that MROC decision briefs present well-developed, coordinated, capabilities-based, and fully encumbered, resource informed proposals to facilitate sound and enduring decisions.

b. Confirm that the issues presented warrant MROC consideration and that the content and structure will facilitate MROC decisions. Urgent UNSs are normally not reviewed by the MRB prior to MROC staffing since their processing is time sensitive and their format is standardized.

c. Ensure that MROC briefs:

(1) Are in accordance with content and structure parameters specified in the MROC Handbook and MROC slide and executive summary templates.

(2) Refer to and describe the authoritatively documented requirement that each COA satisfies.

(3) Describe the "fully encumbered" requirements for implementation, operation, and sustainment of the capability (e.g., a proposal for a new facility will include all required Military Construction (MilCon)/minor construction, information technology (equipment, authority to operate, etc.), garrison property, military/ civilian/contractor structure, and other requirements and their costs).

(4) Depict the costs of those "fully encumbered" requirements showing both aggregate and yearly costs phased over the current execution year, next budget year, and the upcoming five-year POM Future Years Defense Program (FYDP) for the following appropriation categories: Military Personnel, Marine Corps (MPMC); Reserve Personnel, Marine Corps (RPMC); Procurement, Marine Corps (PMC); Operations and Maintenance, Marine Corps (O&MMC); Operations and Maintenance, Marine Corps Reserves (O&MMCR); Research, Development, Test and Evaluation (RDT&E); MilCon; and other appropriations when applicable (e.g., National Guard and Reserve Equipment Appropriations (NGREAs)). Structure requirements will be depicted both by cost and number of personnel (i.e., active duty, active reserve, and reserve component Marines; Navy personnel; government civilian Full-Time Equivalents (FTEs), and contractor support).

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(5) Describe the advantages and disadvantages of each COA and compare them to other courses of action presented in the brief.

(6) Include two or more viable funding strategies developed by the sponsor of the topic/initiative (Urgent UNSs typically recommend a single COA and funding strategy). Funding strategies will include both a POM FYDP and a "bridging" strategy element, when appropriate. A "bridging" strategy is necessary when the proposal requires funding in the current execution year or following year's President's Budget (PB). The funding for at least one of the funding strategy alternatives will be sourced from lower priority or under-executing programs or funding lines under the cognizance of the initiative's sponsor. The brief will include a statement confirming that the sponsor coordinated each funding strategy with the P&R Department, and P&R believes the strategies are fiscally executable. In cases where one or more of the funding strategies involve "corporate" level funding, the initiative's sponsor will obtain funding source information from P&R. The sponsor will include the impacts/risks to all programs used as funding sources.

(7) Discuss the risk to mission, risk to the force, risk to the institution of not approving the proposal, or applying less than the requested level of resources (e.g., structure or fiscal), and the risk to the competitive position of the Marine Corps. Risk will be defined by the capability gained, lost, delayed, or otherwise impacted. Risk will not be defined in terms of dollar amounts or the delta between funded and required equipment quantities or structure.

(8) Include program schedule, funding, risk charts, and the contribution/implication to the Marine Corps competitive advantage, for briefs that relate to a specific acquisition program.

d. Approve briefs for MROC presentation or recommend that the MRB Chairman request that the MROC Secretary defer MROC presentation pending adjustments, further integration, coordination, and/or a return to the MRB.

e. Establish, at the MRB Chairman's direction, ad-hoc working groups to complete short-duration special projects in support of MROC issues.

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f. Nominate topics for MROC consideration and advise the MROC Secretary on issues requiring MROC review.

g. Render decisions on behalf of the MROC when directed by the MROC Chairman, or when otherwise appropriate. In such cases, the MRB Chairman will forward a proposed MROC Decision Memorandum for the MROC Chairman's signature.

h. Develop and forward MRB recommendations and dissenting opinions, if any, to the MROC Chairman.

i. Act as a conduit of information to the MROC members on MROC-related matters.

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Marine Requirements Oversight Council (MROC) Decision Support
Assessments and Evaluations

1. The CD&I TFSD led TF DWG and the P&R PA&E Division formally assess or evaluate MROC topics to confirm that they accurately identify their impacts, resource consequences, affordability, and risks.

2. Total Force Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Cost (DOTMLPF-C) Working Group Assessments

a. Purpose. Evaluate initiatives presented for MROC decision to improve resource allocation decisions and evaluate institutional risks.

b. Scope

(1) All new initiatives or programs which have the potential to impact force structure (i.e., equipment, Marine, civilian, and Navy billets and under certain circumstances, contractor requirements) will be analyzed using the TF DWG Process prior to presentation to the MROC.

(2) Initiative assessments include DOTMLPF/C pillar analysis. This analysis examines the feasibility of materiel and non-materiel solutions for all program development across the Marine Corps (e.g., to resolve a capability gap or enhance the scope of a current program of record).

c. Office of Primary Responsibility (OPR). DC CD&I (TFSD) is the OPR and chairs the TF DWG.

d. Offices of Coordinating Responsibility (OCRs). The TF DWG consists of pillar representatives, stakeholders as identified in reference (e). For best analytic support, P&R PA&E Division as the principal Office of Coordinating Responsibility (OCR) will coordinate the support of other members of the Marine Corps Analytic Federation, as required.

e. Delivery. Initiative final assessments must be complete prior to topics entering the MROC Process. TFSD or a representative will present the assessment results during the MROC brief. Entry into the MROC Process is defined as the date slides are due to the MROC Secretariat.

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f. Marine Requirements Oversight Council (MROC) Topic Sponsor Responsibilities

(1) Contact CD&I TFSD to schedule and complete TF DWG topic assessments prior to entering the MROC Process.

(2) Reference (e) provides sponsor requirements and TF DWG Process procedures.

3. Programs and Resources (P&R) Department Program Analysis and Evaluation (PA&E) Division Independent Evaluations

a. Purpose. Evaluate initiatives presented for MROC decision to improve resource allocation decisions and evaluate institutional risks.

b. Scope. PA&E independent evaluations assess the adequacy and accuracy of data presented in MROC topic products, provide credible affordability analysis and greater institutional context (e.g., resource consequences, tradeoff analysis, rate at which existing competitive advantages would change at various levels of Marine Corps investment, etc.). The evaluations inform MROC decisions on resource-related initiatives. When applicable, PA&E provides institutional Marine Corps, DON, and/or Office of the Secretary of Defense perspectives.

c. Office of Primary Responsibility (OPR). DC P&R PA&E Division is the designated independent evaluator for the MROC decision-making process.

d. Offices of Coordinating Responsibility (OCRs). Independent evaluations are supported by the initiative sponsor(s), TF DWG, and other organizations from which required data and/or information is needed to complete evaluations.

e. Delivery. Independent evaluations must be completed prior to topics entering the MROC Process. A PA&E representative will present the evaluation results during the MROC brief.

f. Marine Requirements Oversight Council (MROC) Topic Sponsor Responsibilities

(1) Contact P&R PA&E Division to schedule and complete topic assessments prior to entering the MROC Process.

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(2) Topic sponsors provide PA&E the following data (Note that initiatives that have completed a TF DWG assessment and coordinated with PA&E throughout the TF DWG assessment process will have satisfied this requirement):

(a) Cost estimates for the status quo and each alternative COA.

(b) For all estimated costs, identify the funding source by organization, appropriation, and Marine Corps Programming Code or Program Element.

(c) Ensure cost information is consistent across all DOTMLPF-C pillars. For example, if there is a training impact to the initiative, then there should be an associated training cost estimate. Cost estimates should be reviewed by each of the DOTMLPF-C pillar leads.

(d) Include the documented cost basis and assumptions used to estimate costs. This includes documents used for cost calculation. This documentation should specify the following:

1. Data source(s).
2. Scope of each cost driver.
3. Cost estimate method / basis of estimate.
4. Assumed quantities (if applicable).
5. Assumed unit costs (if applicable).
6. Equations / calculations (if applicable).
7. Any other key assumptions or explanatory notes.

g. DC P&R and the Assistant Deputy Commandant for Programs and Resources (Evaluation) will provide oversight and guidance for any MROC topic deemed out of scope for P&R independent evaluation.

Notional Marine Requirements Oversight Council (MROC) Process Timeline

1. Figure 1-1 below provides a notional timeline for MROC/MRB events and decision support assessments and evaluations that precede entry into the MROC Process. Entry into the MROC Process is defined by the date the briefing slides and executive summary are due to the MROC Secretariat.
2. Two factors drive the timeline: 1) MROC and MRB chairmen/member availability and 2) the time needed to complete TF DWG assessments and P&R PA&E Division independent evaluations prior to entering the MROC Process. Assessment/evaluation timelines may vary based on issue complexity.
3. Read-ahead materials will be provided a minimum of 48 hours prior to scheduled MROC events.



MROC Battle Rhythm for formal briefs (Notional)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
MROC process entry requires a completed Total Force DOTMLPF/C Working Group Assessment (structure/equipment initiatives) & a completed P&R (PA&E) Independent Evaluation						
8	9	10	11	12	13	14
	Slides due to MROC Secretariat			MRB Chair Pre-Brief		
15	16	17	18	19	20	21
	MRB Read Ahead Sent			MRB		
22	23	24	25	26	27	28
	DC P&R MROC Pre-Brief	MROC Read Ahead Sent			ACMC MROC Pre-Brief	
29	30	31				
	MROC					

Figure 1-1.--Notional Marine Requirements Oversight Council (MROC) Process Initiative Timeline.

APPENDIX A

Glossary of Acronyms and Abbreviations

ACMC	Assistant Commandant of the Marine Corps
ADC P&R(P)	Assistant Deputy Commandant for Programs and Resources (Programs)
AMCB	Army-Marine Corps Board
BES	Budget Estimate Submission
CD&I	Combat Development and Integration
CG I MEF	Commanding General, I Marine Expeditionary Force
CG II MEF	Commanding General, II Marine Expeditionary Force
CG III MEF	Commanding General, III Marine Expeditionary Force
CG TECOM	Commanding General, Training and Education Command
CL	Counsel for the Commandant
CMC	Commandant of the Marine Corps
COA	Course of Action
COMMARFORCENT	Commander, Marine Corps Forces Central Command
COMMARFORCOM	Commander, Marine Corps Forces Command
COMMARFOREUR/AF	Commander, Marine Corps Forces Europe and Africa
COMMARFORPAC	Commander, Marine Corps Forces Pacific
COMMARFORRES	Commander, Marine Corps Forces Reserve
COMMARFORSOC	Commander, Marine Forces Special Operations Command
DC AVN	Deputy Commandant for Aviation
DC CD&I	Deputy Commandant for Combat Development and Integration
DC I	Deputy Commandant for Information
DC I&L	Deputy Commandant for Installations and Logistics
DC M&RA	Deputy Commandant for Manpower and Reserve Affairs
DC P&R	Deputy Commandant for Programs and Resources
DC PP&O	Deputy Commandant for Plans, Policies, and Operations
DMAG	Defense Management Action Group
DMCS	Director of the Marine Corps Staff
DoD	Department of Defense
DON	Department of the Navy
DON/AA	Department of the Navy/Assistant for Administration

DOTMLPF-C	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Cost
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DRMD	Directives and Records Management Division
EMROC	Executive Marine Requirements Oversight Council
FTE	Full-Time Equivalent
FYDP	Future Years Defense Program
GO/SES	General Officer/Senior Executive Service
JCIDS	Joint Capabilities Integration and Development System
JROC	Joint Requirements Oversight Council
MARFOR	Marine Forces
MEF	Marine Expeditionary Force
MilCon	Military Construction
MPMC	Military Personnel, Marine Corps
MRB	Marine Requirements Oversight Council Review Board
MROC	Marine Requirements Oversight Council
MROCDM	Marine Requirements Oversight Council Decision Memorandum
MROCM	Marine Requirements Oversight Council Memorandum
NARA	National Archives and Records Administration
NGREA	National Guard and Reserve Equipment Appropriation
O&MMC	Operations and Maintenance, Marine Corps
O&MMCR	Operations and Maintenance, Marine Corps Reserves
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
P&R	Programs and Resources
PA&E	Program Analysis and Evaluation
PB	President's Budget
PEO LS	Program Executive Officer, Land Systems
PII	Personally Identifiable Information
PMC	Procurement, Marine Corps
POM	Program Objective Memorandum
PPBEA	Planning, Programming, Budgeting, Execution, and Assessment
RDT&E	Research, Development, Test and Evaluation
RPMC	Reserve Personnel, Marine Corps
SECNAV	Secretary of the Navy

TF DWG	Total Force Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Cost Working Group
TFSD	Total Force Structure Division
UNS	Universal Need Statement