E R R A T U M

to MCO 3500.28

MARINE CORPS UNIT COHESION PROGREAM STANDING
OPERATING PROCEDURES (SHORT TITLE: UNIT COHESION SOP)

1. For administrative purposes, the Publications Control Number (PCN) has
been reidentified. Change the PCN "10203352800" to read: "10203353900".

MCO 3500.28
MPO
19 May 99

<u>MARINE CORPS ORDER 3500.28</u>

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS UNIT COHESION PROGRAM STANDING OPERATING PROCEDURES
       (Short Title: UNIT COHESION SOP)

Ref: (a) Commandant's Planning Guidance (CPG) of 1 Jul 95
       (b) Unit Cohesion-Commandant's Intent (ALMAR 454-96)
       (c) CPG Frag Order of 31 Aug 97
       (d) Long-Range Master Unit Deployment Schedule (MCBUL 3120)

Encl: (1) Unit Cohesion Planned Objectives Acton & Milestones
       (2) The Synchronization Model
       (3) HQMC Unit Cohesion Working Group Representatives
       (4) Sample Synchronization Staffing Message
       (5) Sample Message Career Marines Who Will Not Deploy
       (6) Sample Message EAS Reconciliation
       (7) Team Integrity Procedures for Infantry Marines Assigned to
           Infantry Battalions
       (8) Cohesion Measures of Effectiveness (MOE) and Data Collection
           Plan
       (9) Team Integrity Procedures for Armor Marines Assigned to Armor
           Units

1. <u>Purpose</u>. To establish a program that will enhance unit readiness
and stability throughout the operating forces of the Marine Corps.

2. <u>Commandant's Intent</u>

    a. Commandant's Planning Guidance Frag Order. "Marines must have
warrior skills second to none, they must have absolute faith in the
integrity of their unit--their team--and they must be men and women of
character." "We must capitalize on the gains and strengthen the new
opportunities uncovered by the cohesion and sustainment portions of the
transformation program. Therefore, I want to continue to re-craft our
manpower practices, to the maximum extent possible, to facilitate team-
building and unit cohesion across all MOSs."

    b. Unit Cohesion-Commandant's Intent. "We must do everything
possible to enhance the transformation of young men

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and women into the Marines that our Corps needs to win battles. I firmly believe that unit cohesion is an integral part of the transformation process. Marines must possess and feel the absolute trust, subordination of self, the intuitive understanding of the collective actions of the unit, and the importance of teamwork. Accordingly, I have formally approved two initiatives--Team Integrity and Synchronization. As a start, these initiatives will be immediately applied to infantry Marines and units in conjunction with the 'Crucible Event' at the Recruit Depots. Infantry is just the first step--my vision is to apply these initiatives across the Corps."

3. <u>Background</u>

    a. Reference (a) is the strategic vision for the Marine Corps, which is amplified by references (b) and (c). The Deputy Chief of Staff for Manpower and Reserve Affairs (DC/S M&RA); DC/S for Plans, Policies and Operations (DC/S PP&O); and the Commanding General, Marine Corps Combat Development Command (CG MCCDC) were directed to enhance the combat readiness of the operating forces by examining and improving the methods used to recruit, train, assign, deploy, and retain Marines. From this effort, transformation developed from a concept to a process. The transformation process is comprised of four phases: recruiting, recruit training, cohesion, and sustainment.

    b. The Unit Cohesion Program. This program, composed of Team Integrity and Synchronization, is the third phase of the transformation process. Unit Cohesion is designed to enhance combat readiness by synchronizing a unit's deployment or commitment cycle with the assignment of "teamed" Marines. It is also intended to reinforce the character of our Marines by infusing a sense of selflessness and subordination of self for the common good. The product of cohesion should be a reinforcement of our core values - honor, courage, and commitment. The Unit Cohesion concept requires operational units, and whenever feasible, teams of entry level Marines be formed at the skill-producing schools and then assigned to units as teams. Unit Cohesion will be accomplished in a manner that enables structured, progressive training and deployment, respects the restraints of limited manpower assets, and enables the team to remain in the unit for the duration of their first enlistment. Completion of two overseas deployments and attainment of an overseas control date may also be achieved; however, maintaining Unit Cohesion shall take precedence. The initial focus of Unit Cohesion was on the infantry occupational field (OccFld); however, as of December 1998 the program was expanded to include 30 military occupational specialties (MOSs) from various OccFlds

and is being further expanded to include all applicable MOSs and types of units (see enclosure (1)). Unit Cohesion will reduce personnel turbulence and enhance overall unit readiness throughout the Marine Corps.

(1) Team Integrity. Team Integrity focuses on forming teams of Marines at the MOS producing schools and assigning those Marines, as a team, to the same operational unit.

(2) Synchronization. Synchronization focuses on coordinating the assignment/life-cycle/usable contract length of first-term Marines with the life cycle of a unit, including any major Marine Expeditionary Unit (MEU) and Unit Deployment Program (UDP) deployment cycles. This is accomplished in a manner that fulfills forward presence requirements and enables structured and progressive unit training, with units being fully staffed early, prior to their deployment. It also respects restraints of limited manpower assets and keeps Marines together for the entire length of their initial enlistment.

c. In January 1997 a Unit Cohesion Workshop was conducted at Headquarters, Marine Corps (HQMC) involving representatives from DC/S PP&O; DC/S M&RA; CG, MCCDC; and the Commanders, Marine Forces (COMMARFORs). Workshop attendees examined the options and methodology (see enclosure (2)) by which execution of the Unit Cohesion Program could be accomplished per the direction of the Commandant of the Marine Corps (CMC). Several courses of action were identified and examined to determine the most viable method of synchronizing the assignment of first-term infantry Marines with the current MEU and UDP deployment schedule through fiscal year 2000. The goal of the workshop was to develop a new deployment scheme to satisfy the Commandant's intent and fulfill each MARFOR Commander's desire to minimize disruption to then ear-term MEU and UDP assignment schedule.

d. In February 1997 the initial execution plan was approved by the CMC to implement Unit Cohesion throughout the Marine Corps. This plan includes designated personnel "fill/EAS-windows," which coupled Team Integrity and Synchronization concepts into a Synchronization Plan. Fill/EAS-windows are designated periods of time (usually one month in length), in a unit's Training, Exercise, and Employment Plan (TEEP), when large numbers of first-term Marines are scheduled or projected to be joined, transferred and/or separated from active service. Fill/EAS-windows generally coincide with MOS-producing school graduation dates and periods of time when the unit is projected to lose a large number of Marines (either by transfer or separation). These personnel losses should normally be scheduled

3

to transpire 8 to 16 months prior to the unit's next scheduled MEU, UDP, or major training commitment. This allows Marines to train progressively, as a team, within the same unit, long before the unit's actual major training or deployment commitment. The process of synchronizing the life cycle of first-term Marines with the unit's training and/or deployment cycle, when implemented in total, will more efficiently match unit commitments to the assignment of personnel and fixed personnel constraints.

4. <u>Information</u>. A Unit Cohesion Working Group has been established to facilitate implementation and manage the Unit Cohesion Program. The membership is composed of representatives from HQMC, MCCDC, and the MARFORs. The representation from HQMC is found at enclosure (3). Representatives from entry-level, MOS-producing schools may join the group, as required.

5. <u>Action</u>

    a. <u>DC/S PP&O</u>

        (1) Co-sponsor (with DC/S M&RA) the Unit Cohesion Synchronization Workshops, as required. The focus of the workshops is two-fold: (1) to develop synchronization plans for specified MOSs and units to implement them into the Synchronization Initiative; and (2) once plans are developed, to periodically co-sponsor workshops to maintain/update these plans in order to ensure that major unit training and deployment commitments are linked with the accession, training, and assignment of first-term Marines.

        (2) Publish reference (d) annually, to include personnel fill-windows, and reflect these fill-windows as TEEP events.

    b. <u>DC/S M&RA</u>

        (1) Co-sponsor (with DC/S PP&O) the Unit Cohesion Synchronization Workshops.

        (2) Assist DC/S PP&O in developing reference (d). DC/S M&RA shall provide the appropriate information regarding fill-windows and status of implementation, and assist DC/S PP&O, as necessary, to ensure Unit Cohesion is institutionalized throughout the operating forces.

        (3) Ensure that teamed Marines, upon completing appropriate MOS-producing schools, are subsequently assigned to operational units. Ensure that teamed Marines assigned to

deploying units are assigned in consonance with designated fill-windows, per enclosures (4) through (7).

       (4) Monitor the progress of the Unit Cohesion program utilizing designated MOEs, per enclosure (8).

       (5) Promulgate, as required via Naval Message, appropriate instructions to facilitate the expansion of Team Integrity to additional MOSs and units to CG MCCDC; entry-level, MOS-producing schools; and the operating forces. Enclosures (7) and (9) outline Team Integrity procedures for infantry and armor MOSs, respectively.

    c. <u>CG MCCDC</u>

       (1) Ensure teams of Marines are formed as early as possible during entry-level training, but no later than upon arrival at MOS-producing schools.

       (2) Ensure that after forming Marines into teams, MOS-producing schools perform the "start school" option in the Automated Recruit Management System for Entry Level Schools (ARMS-ELS) Program. For schools without ARM-ELS, ensure they send a roster, with team identifiers, to CMC (MMEA), via naval message.

    d. <u>COMMARFORs</u>

       (1) Ensure appropriate representation (i.e., G-l, G-3, etc.) at the annual Unit Cohesion Workshop.

       (2) In accordance with references (a) through (d) and this Order, implement procedures to ensure the Unit Cohesion Program is instituted effectively. For this program to be successful, it is imperative that all affected commands embrace Unit Cohesion. Ensure that commanders maintain Unit Cohesion team integrity as much as possible when ultimately assigning them to subordinate units.

       (3) Ensure that known, and emergent, major training/deployment commitments are identified and incorporated into the TEEP and the synchronization plans, as required.

6. <u>Recommendations</u>. Recommendations concerning the contents of this Order are invited and should be forwarded to CMC (MPO-40) via the appropriate chain of command.

7. <u>Reserve Applicability</u>. This Order is not applicable to the Marine
Corps Reserve.
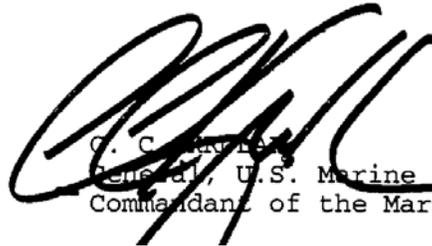
C. C. KRULAK
General, U.S. Marine Corps
Commandant of the Marine Corps

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              7000034 (1)
              7000093/8145005 (2)
              7000099, 144/8145001 (1)

UNIT COHESION PLANNED OBJECTIVES ACTION & MILESTONES

The following Military Occupational Specialties MOSs) have or will be incorporated into the Unit Cohesion Program as outlined below:

1st QUARTER, FISCAL YEAR 1999

Implement Team Integrity:

0231, 0411, 0431, 0844, 1171, 2311, 2532, 2841, 3043, 3051, 3432, 4066, 6046, 6060, 6541, 6672, and 7041.

2d QUARTER, FISCAL YEAR 1999

Implement Team Integrity:

0861, 1141, 2171, 2621, 2811, 2818, 3112, 5711, 5831, 6072, 6113, 6114, 6323, 6324, 6413, and 6492.

3d QUARTER, FISCAL YEAR 1999

Finish implementing Team Integrity in all applicable MOSs.

Begin implementation of Synchronization into the remaining applicable units.

The following MOSs and unit types have been incorporated into the Unit Cohesion Program as outlined below:

Team Integrity and Synchronization:

MOS	UNIT	EFFECTIVE DATE
0311	Infantry Battalions	Mar 1997
0313	LAR, TANK, AAV Battalions	May 1997
0331	Infantry Battalions	Mar 1997
0341	Infantry Battalions	Mar 1997
0351	Infantry Battalions	Mar 1997
0352	Infantry Battalions	Mar 1997
1812	LAR, TANK, AAV Battalions	May 1997
1833	LAR, TANK, AAV Battalions	May 1997
2141	LAR, TANK, AAV Battalions	May 1997
2146	LAR, TANK, AAV Battalions	May 1997
2147	LAR, TANK, AAV Battalions	May 1997

ENCLOSURE (1)

Team Integrity:

MOS	UNIT	EFFECTIVE DATE
0321	Reconnaissance Units	May 1998
0481	CSSE Units	Feb 1998
0811	Artillery Batteries	Feb 1998
1341	GCE, ACE, CSSE Engineer Units	Mar 1998
1345	GCE, ACE, CSSE Engineer Units	Mar 1998
1371	GCE, ACE, CSSE Engineer Units	Mar 1998
1391	MWSS, FSSG, CSSG Units	Mar 1998
2111	Divisions, FSSG, CSSG, 1st & 2d MHG, 2d MAW	Sep 1998
	Infantry Battalions, Divisions, MAW, FSSG,	
2512	1st & 2d MHG, 7th Communications Battalion	Oct 1998
2531	Infantry Battalions, Artillery Batteries	Jul 1998
3381	Infantry Battalions	Mar 1998
3521	GCE, ACE, CSSE Units	May 1998
3531	Infantry Battalions, Artillery Batteries	Mar 1998
3533	Divisions, 7th Marines, FSSG, CSSG-3,	May 1998
	MWSG/MWSSs	
5811	GCE, ACE, and CSSE Military Police Units	Feb 1998
6112	HMM Squadrons	Oct 1998
6531	HMLA, VMA, VMFA Squadrons	Sep 1998
7051	MWSS Units	Feb 1998
7212	LAAD Units	Feb 1998

ENCLOSURE (1)

2

THE SYNCHRONIZATION MODEL
(Infantry Example)

1. The Synchronization Model makes the most efficient use of scarce
manpower resources to meet operational commitments and maintain
personnel readiness. This is accomplished by aligning the available 24
infantry battalions, the scheduled major training or deployment
commitments for each MEF, End of Active Service (EAS) windows, and
Infantry Training Battalion (ITB) graduation dates and sizes in such a
manner as to:

    a. Fulfill the requirements for scheduled major training and
deployment commitments;

    b. Fully utilize the available Marines; and

    c. Meet the manpower requirements of each infantry battalion as
first-term Marines reach EAS.

2. The fixed parts of the model are the flow of manpower from the ITBs
(dictated by the accession and training cycles/constraints) and the
scheduled major commitments. The variable portion of the model is the
actual unit assigned to the commitment. This basic model can be further
constrained (at the cost of lost flexibility) by incorporating
additional local requirements and policies.

3. The step-by-step process for building the TEEP using the
Synchronization Model follows. A running example is provided, which
shows dates, for ease of comprehension.

    a. **STEP 1**. Remove all currently assigned deployments from the
TEEP. Record the start and end dates of each deployment and the
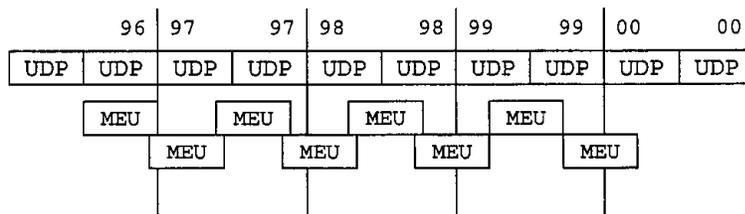graduation dates of the SOIs.

96	97	97	98	98	99	99	00	00
UDP	UDP	UDP	UDP	UDP	UDP	UDP	UDP	UDP	UDP

MEU   MEU   MEU   MEU

MEU   MEU   MEU   MEU

Diagram 1

    b. **STEP 2**. Identify deployments that are "downrange"--too late to
affect or reassign. These deployments must be conducted

by the previously designated unit. Record the fill-window (and the corresponding EAS-window) for the unit. The fill-window is the period during which the majority of Marines joined the unit prior to deployment--probably 90 days before a UDP or 180 days before a MEU. The corresponding EAS-window for this cohort of Marines will occur approximately 42 months later (the usable life of an infantry Marine). The fill-window for their replacements should be scheduled to coincide with this EAS window. Example: A fill-window of 9512 would have a corresponding EAS-window of 9906.
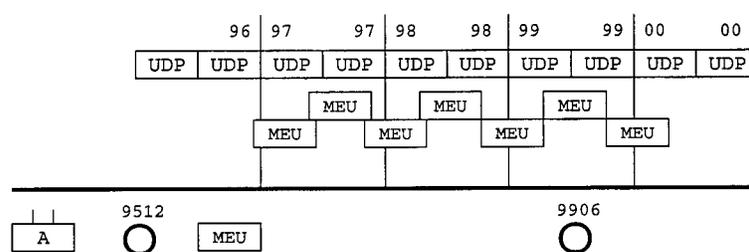
Diagram 2

c. **STEP 3.** After identifying the EAS-window in Step 2 above, an end-date for the follow-on deployment is identified. This end-date should be 2 months prior to the EAS-window. This will allow the cohort to be deployable for a follow-on deployment without the necessity to cross-deck to another unit. Example: Using the 9906 EAS window from the previous example, the end-date of the deployment would be 9904.
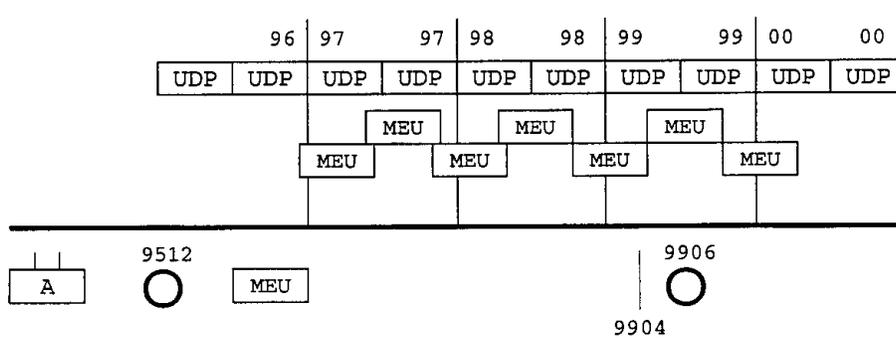
Diagram 3

d. **STEP 4**. Upon determination of the end-date, select a
deployment which "fits" the end-date that allows the cohort of Marines
to remain deployable with the same unit. Example: A deployment that
meets the 9904 end-date would be the 9806-9812 UDP.
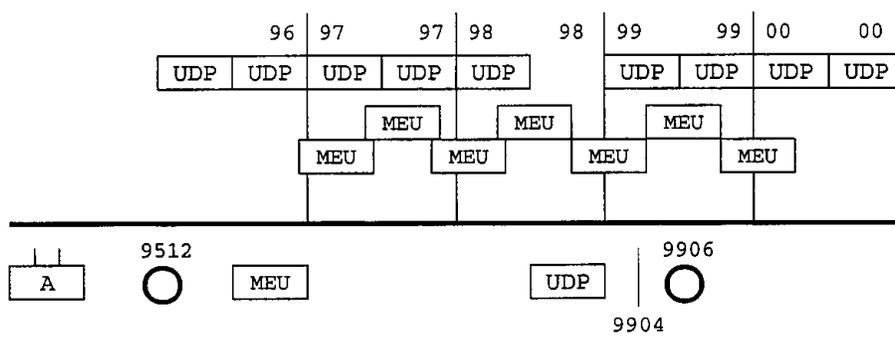
Diagram 4

e. **STEP 5**. After selecting the follow-on deployment, identify a
bracket 8-16 months prior to the beginning of the follow-on deployment.
This bracket will bound the period in which a fill-window will be
identified. Example: The bracket would be 9702-9710.

Diagram 5

f. **STEP 6**. Review the SOI graduation dates and EAS dates of
Marines exiting the battalion and choose a fill-window that corresponds
as closely as possible to an available SOI

graduation(s) and the largest EAS window. Example: 9708 would be an
acceptable fill-window.

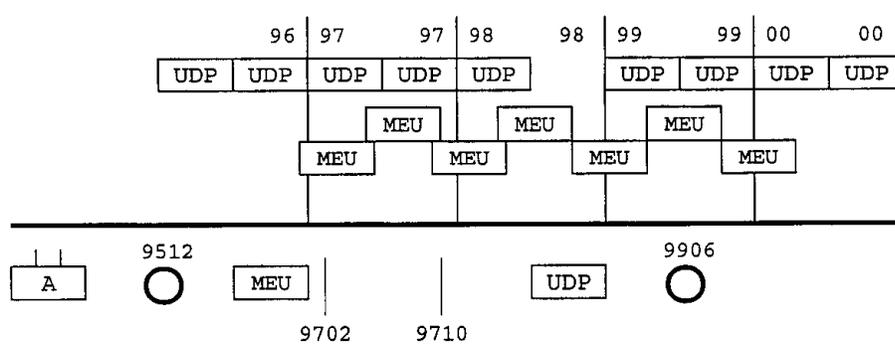|	96	97		97	98		98	99		99	00		00	
UDP	UDP	UDP	UDP	UDP				UDP	UDP	UDP	UDP			
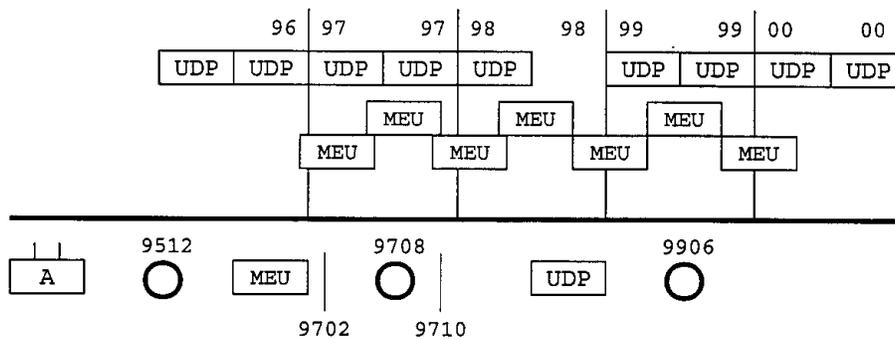
Diagram 6

g. **STEP 7**. Identify the EAS-window that corresponds to the fill-
window in Step 6--this will be 42 months into the future. Example:
0104 would be the corresponding EAS-window to the 9708 fill-window.

Diagram 7

h. **STEP 8**. After identifying the EAS window, identify a bracket
for the follow-on deployment for this new cohort. Example: A 0102 end-
date would allow the 0104 EASers to remain deployable. Also, it is
important to allow 8-16 months training time for the cohort that joins
in 9906 (EAS window for a cohort in Step 3) --the bracket 0002-0102
meets the requirement.

ENCLOSURE (2)

4

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        96 | 97      97 | 98    98 | 99      99 | 00      00 | 01
      ┌─────┬─────┬─────┬─────┬─────┐  ┌─────┬─────┬─────┬─────┬─────┐
      │ UDP │ UDP │ UDP │ UDP │ UDP │  │ UDP │ UDP │ UDP │ UDP │ UDP │
      └─────┴─────┴─────┴─────┴─────┘  └─────┴─────┴─────┴─────┴─────┘
                      ┌─────┐     ┌─────┐    ┌─────┐      ┌─────┐
                      │ MEU │     │ MEU │    │ MEU │      │ MEU │
                  ┌─────┐   ┌─────┐    ┌─────┐    ┌─────┐
                  │ MEU │   │ MEU │    │ MEU │    │ MEU │
                  └─────┘   └─────┘    └─────┘    └─────┘

    9512               9708             9906                  0104
     ◯       ┌─────┐    ◯      ┌─────┐   ◯       │           │ ◯
             │ MEU │           │ UDP │           │           │
             └─────┘          └─────┘         0002        0102
```
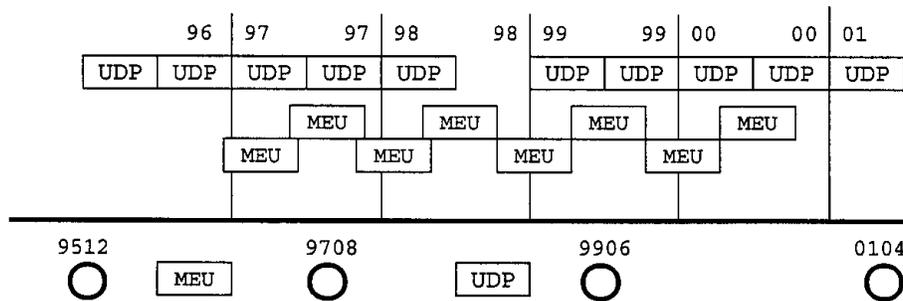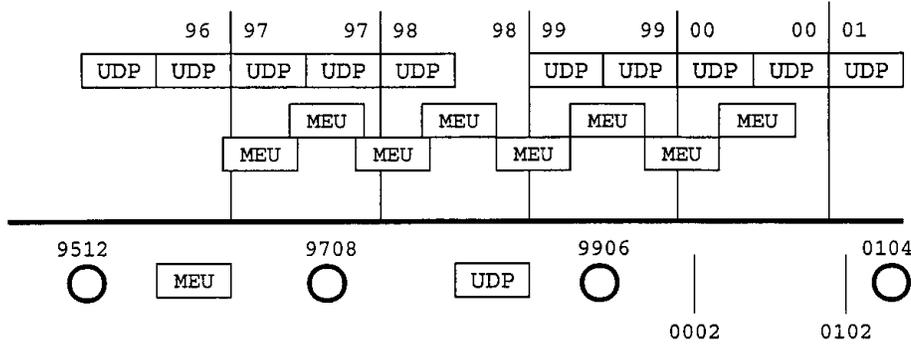
<center>Diagram 8</center>

    i. **STEP 9**. Choose an available deployment that meets Step 8
criteria.

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        96 | 97      97 | 98    98 | 99      99 | 00      00 | 01
      ┌─────┬─────┬─────┬─────┬─────┐  ┌─────┬─────┬─────┬─────┬─────┐
      │ UDP │ UDP │ UDP │ UDP │ UDP │  │ UDP │ UDP │ UDP │ UDP │ UDP │
      └─────┴─────┴─────┴─────┴─────┘  └─────┴─────┴─────┴─────┴─────┘
                      ┌─────┐     ┌─────┐    ┌─────┐
                      │ MEU │     │ MEU │    │ MEU │
                  ┌─────┐   ┌─────┐    ┌─────┐    ┌─────┐
                  │ MEU │   │ MEU │    │ MEU │    │ MEU │
                  └─────┘   └─────┘    └─────┘    └─────┘

    9512               9708             9906                  0104
     ◯       ┌─────┐    ◯      ┌─────┐   ◯      │ ┌─────┐  │ ◯
             │ MEU │           │ UDP │          │ │ MEU │  │
             └─────┘          └─────┘           │ └─────┘  │
                                              0002       0102
```
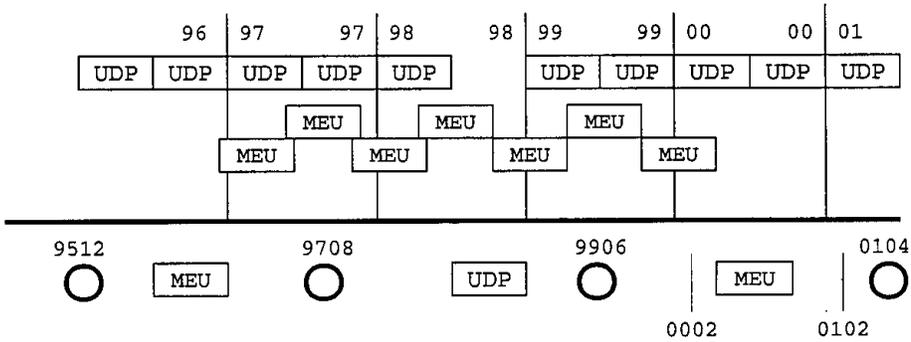
<center>Diagram 9</center>

j. **STEP 10**. Repeat the same process for all battalions.

| 96 | 97 | 97 | 98 | 98 | 99 | 99 | 00 | 00 | 01 |

```
9512          9708          9906          0104
 O   [MEU]     O   [UDP]     O   [MEU]     O

   9605          9801          9911
    O   [MEU]     O   [UDP]     O   [UDP]

  9604          9712          9910
   O [UDP]       O   [MEU]     O          [UDP]

     9612          9810          0006
      O   [UDP]     O   [MEU]  O
```
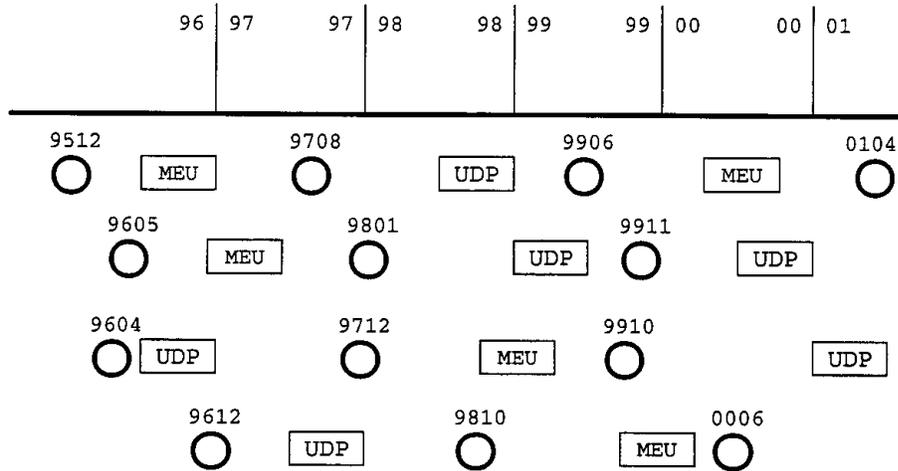
Diagram 10

k. **STEP 11**. Once the TEEP is constructed for major deployments, continue to fill-in the training exercises and other shorter deployments and requirements.
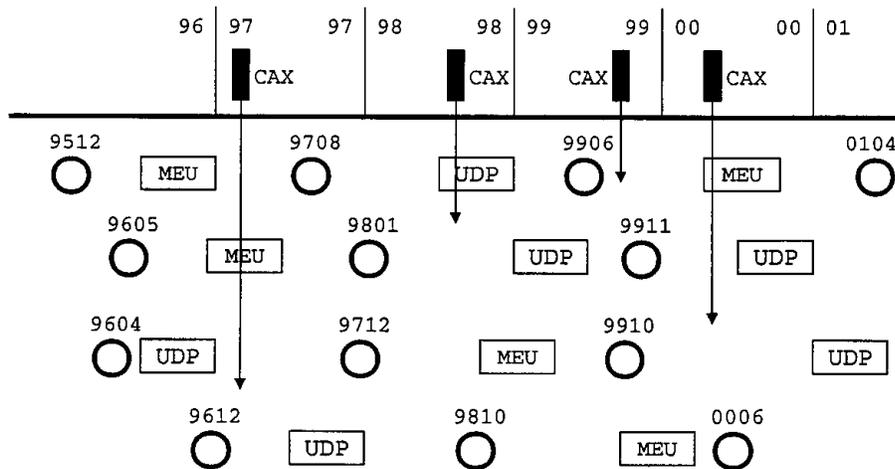
| 96 | 97 | 97 | 98 | 98 | 99 | 99 | 00 | 00 | 01 |

```
              ▮CAX      ▮CAX   ▮CAX    ▮CAX

9512          9708          9906          0104
 O   [MEU]     O   [UDP]     O   [MEU]     O

   9605          9801          9911
    O   [MEU]     O   [UDP]     O   [UDP]

  9604          9712          9910
   O [UDP]       O   [MEU]     O          [UDP]

     9612          9810          0006
      O   [UDP]     O   [MEU]  O
```

Diagram 11

HQMC Unit Cohesion working Group Representatives

<u>M&RA Department</u>

Director, Personnel Management Division (MM)
Director, Manpower Plans and Policy Division (MP)
Head, Manpower Policy Branch (MPO)
Head, Enlisted Plans Branch (MPP)
Head, Officer Assignments Branch (MMOA)
Head, Enlisted Assignments Branch (MMEA)
Head, Manpower Information Systems Field Support Branch (MIF)

<u>PP&O Department</u>

Head, Current Operations Branch (POC)
Head, Exercises Branch (POC)
Head, GCE Advocate Branch (POE)

<u>T&E</u>

Head, Training and Evaluation Branch, (MPB)

ENCLOSURE (3)

1

SAMPLE SYNCHRONIZATION STAFFING MESSAGE

ADMINISTRATIVE MESSAGE

R DDHHMMZ MMM YY

FM CMC WASHINGTON DC//MMEA-12//
TO INFANTRY BATTALION

INFO ADDRESSEES

UNCLAS //N01300//

MSGID/GENADMIN/CMC MMEA-12//

SUBJ/SYNCHRONIZATION STAFFING FOR *************, MCC ***//
REF/A/RMG/CMC/231300ZDEC96//
REF/B/RMG/CMC/270754ZDEC96//
REF/C/RMG/CMC/MCBUL 3120/DATE//
NARR/REF A IS ALMAR 454/96 AND PROV CMC INTENT ON UNIT COHESION.
REF B PROV IMPLEMENTATION PROCEDURES FOR TM INTEGRITY. REF C IS
MCBUL 3120 LONG-RANGE MASTER MEU AND UDP DEPLOYMENT SCHEDULE.//
POC/MR. KNAPP/-/PRIPHN:224-4121/-/703 614-4121//
RMKS/1. ON **(8 MONTHS PRIOR TO FILL-WINDOW)** WE INITIATED STAFFING
EFFORTS FOR YOUR NEXT FILL-WINDOW AND YOUR MMM YYYY - MMM YYYY MEU
(SOC) DEPLM. YOUR NEXT DESIGNATED PERSONNEL FILL-WINDOW IS (DATE).
IT IS OUR INTENT TO PROVIDE YOU WITH DEPLOYABLE MARINES DURING THAT
FILL-WINDOW. TO THAT END, WE HAVE ESTAB THE FOL TIMELINE TO ENSURE
YOUR BN IS ADEQUATELY STAFFED:
    A. b STAFFING INITIATED PER THIS
MSG AND STAFFING GOAL TARGETS FOR DEPLOYMENT ESTABLISHED PER PAR 2,
BELOW.
    B. **(7 MOS PRIOR TO FILL-WINDOW)** MONTHLY DEPLOYMENT STATUS
REPORT (DSR) DUE TO CMC (MMEA-12IMMEA-8), PER PAR 3 BELOW.
    C. **(6 MOS PRIOR TO FILL-WINDOW)**
        (1) (DSR) DUE TO CMC (MMEA-12IMMEA-8), PER PAR 3 BELOW.
        (2) EXTENSION REQUESTS, AS REQUIRED, FOR FIRST-TERM MARINES
WHO DESIRE TO DEPLOY AND BY-NAME IDENTIFICATION OF EAS NON-DEPLOYABLE,
FIRST-TERM MARINES WHO DO NOT DESIRE TO EXTEND, WITH 12 MONTHS OR MORE
UNTIL THEIR EAS, ARE DUE TO CMC (MMEA-12) PER PAR 4 BELOW.
        (3) ID, PER PAR 4 BELOW, TO THIS CMC (MMEA-12) ALL CAREERISTS
WHO ARE EAS NON-DEPL OR WHO WILL NOT EXT TO DEPLOY.
    D. **(5 MOS PRIOR TO FILL-WINDOW)**
        (1) (DSR) DUE TO CMC (MMEA-12/MMEA-8), PER PAR 3 BELOW.
        (2) THIS HQ PROVIDES EXT AUTHORITY FOR FIRST-TERM MARINES TO
EXTEND FOR DEPLOYMENT/NEXT FILL-WINDOW AND PROVIDES DISPOSITION FOR
MARINES WHO WILL NOT EXT/REENLIST FOR THE DEPLOYMENT.

ENCLOSURE (4)

E. **(4 MOS PRIOR TO FILL-WINDOW)** (DSR) DUE TO THIS CMC (MMEA-12/MMEA-8), PER PAR 3 BELOW. ENSURE ALL NON-EAS NON-DEPL MARINESARE REPORTED.

F. **(3 MOS PRIOR TO FILL-WINDOW)**

(1) (DSR) DUE TO CMC (MMEA-12/MMEA-8), PER PAR 3 BELOW.

(2) CMC (MMEA-11/MMEA-8) UTILIZES FIRST-TERM 03xX STATUS IN DSR TO DETERMINE PROPER SKILL MIX AND FIRM TOTAL REQUIREMENT FOR SOI CLASS/ES THAT WILL FEED YOUR BATTALION.

G. **(2 MOS PRIOR TO FILL-WINDOW)**

(1) (DSR) DUE TO CMC (MMEA-12/MMEA-8), PER PAR 3 BELOW.

(2) SOI JOINS MARINES DESTINED FOR YOUR BATTALION, TEAMS FORMED AT SOI, MOS'S ARE ASSIGNED, AND ORDERS TO YOUR BATTALION ARE ISSUED BY CMC (MMEA-82). REF (A) AND (B) GERMANE.

H. **(1 MO PRIOR TO FILL-WINDOW)**

(1) (DSR) DUE TO CMC (MMEA-12/MMEA-8), PER PAR 3 BELOW.

(2) TARGET FOR ASSIGNMENT OF SUFFICIENT 03XX SGTS TO PROVIDE REQUISITE LEADERSHIP FOR TEAMS GRADUATING FROM SOI.

I. **(FILL-WINDOW)**

(1) (DSR) DUE TO CMC (MMEA-12/MMEA-8), PER PAR 3 BELOW.

(2) SOI GRADUATES JOIN YOUR BATTALION.

(3) TARGET FOR ASSIGNMENT OF ALL MARINES TO SATISFY YOUR BATTALION'S PERSONNEL REQUIREMENTS.

(4) CMC (MMEA-12) CONDUCTS A FILL-WINDOW PERSONNEL RECONCILIATION WITH YOUR BATTALION.

J. **(FROM FILL-WINDOW TO DEPLOYMENT DATE)**

(1) (DSR) IS DUE TO CMC (MMEA-12/MMEA-8) NLT THE FIRST OF EA MO, PER PAR 3 BELOW.

(2) CMC (MMEA-12) MONITORS MONTHLY DSR TO ENSURE CRITICAL POST-FILL-WINDOW SHORTAGES ARE CORRECTED (CRITICAL SHORTAGES ARE SNCO'S, COMMODITY MANAGERS, AND ON A CASE-BY-CASE BASIS, YOUR LOW DENSITY MOS'S. ADDITIONALLY, IF YOUR ONBOARD STRENGTH OF AN 03XX MOS FALLS BELOW 85 PERCENT OF THE T/O AUTH, WE WILL INITIATE SUPPLEMENTAL STAFFING ACTION. CORRECTING ONLY CRITICAL POST-FILL-WINDOW SHORTAGES ALLOWS MMEA TO FOCUS ON STAFFING OTHER INFANTRY BATTALIONS THAT ARE SUBSEQUENTLY BEING FILLED, WHILE ENSURING THAT PREVIOUSLY-FILLED BATTALIONS ARE MAINTAINED AT A STAFFING LEVEL WHICH ALLOWS THEM TO ACCOMPLISH THEIR MISSION.

K. (MONTH/YEAR)--(MONTH/YEAR)-DEPLOYMENT

2. YOUR STAFFING TARGET, BY-MOS, HAS BEEN SET AT THE FOL:

MOS	STF TARGET
0121	4
0131	4
0151	12
0193	2
0231	3
0311	356
0331	85
0341	90

```
0351        55
0352        20
0369        25
0411         2
0431         2
0848         1
2111         4
2171         2
2311         2
2512         9
2519         1
2531        27
2537         2
2591         1
2811         2
2818         1
2841         2
2861         1
3043         6
3051         4
3361         2
3381        18
3521         6
3529         1
3531         9
3537         1
4066         1
5711         2
8421         1
9999         6
TOTAL      772 (Staffing targets listed on this sample message are
                notional)
```

3. SUBMIT, VIA YOUR DIV, A PERS DEPLM STATUS RPT (DSR) ON THE 30TH OF EACH MONTH TO CMC (MMEA-12). THIS RPT IS CRITICAL IN ORDER TO ID STAFFING SHORTAGES AND CORRECT DIFFERENCES BTWN THE MCTFS DATABASE AND YOUR ACTUAL 0/B STRENGTH. SUBMIT RPT IN THE FOL FORMAT: (READ IN 7 COLUMNS)

```
MOS  S/G  0/B    NR OF EAS    NR IN RECEIPT  NR NON-EAS  NR DEPL
                 NON-DEPL        OF PCSO       NON-DEPL
```

TOTAL ALL COLUMNS.
INCL A BY-NAME ROSTER OF ALL NON-EAS NON-DEPL MARINES. DO NOT INCLUDE CAREER MARINES IN THE EAS NON-DEPLOYABLE COUNT. USE THE FOL FORMAT: (READ IN 6 COLUMNS)

```
NAME        SSN       GDE    MOS       CODE        REASON NON-DEPL
```

THE FOL CODES REPRESENT YOUR INTENTION FOR EACH MARINE:
    R - RETAIN, REHABILITATE FOR DEPLM
    D - DISCHARGE PRIOR TO DEPLM
    T - TRANSFER FOR FUTURE REHABILITATION

ENCLOSURE (4)

INCL A BREAKDOWN OF O3XX SGTS BY-PMOS, IN THE FOL FORMAT: (READ IN 6 COLUMNS)

MOS   OB   EAS NON-DEPL   NON-EAS NON-DEPL   PCSO   DEPL

4.   FIRST-TERM EXTENSIONS AND CAREER NON-DEPLOYABLES.

    A.   FIRST-TERM MARINES WHO ARE EAS NON-DEPLOYABLE AND DESIRE TO DEPLOY SHOULD EITHER SUBMIT FOR REENLISTMENT OR REQUEST AN EXTENSION TO MAKE THE DEPLOYMENT. MARINES WITH AN EAS WITHIN 10 DAYS (UDP) OR 45 DAYS (MEU/CV DEPLOYMENT) AFTER YOUR BN RETURNS ARE CONSIDERED TO BE EAS DEPLOYABLE, HOWEVER, THESE MARINES SHOULD BE ENCOURAGED TO EXTEND TO YOUR NEXT FILL-WINDOW (DATE) IN ORDER TO AVOID A DEGRADED PERSONNEL READINESS STATUS IN YOUR BATTALION AFTER RETURN FROM DEPLM AND BEFORE YOUR NEXT FILL-WINDOW. SUBMIT YOUR REQUESTS FOR VOLUNTARY EXTENSIONS VIA NAV MSG TO THIS HQ (MMEA-12) BY **(1ST DAY OF MONTH, 6 MOS PRIOR TO FILL-WINDOW)**. YOU WILL BE NOTIFIED WITH THE AUTHORITY TO EXTEND FOR DEPLOYMENT BY (5 MONTHS PRIOR TO FILL WINDOW).

    B.   ON **(1ST OF MONTH, 6 MONTHS PRIOR TO FILL WINDOW)**, SUB A LIST OF CAREER MARINES WHO EITHER CANNOT DEPL (I.E. HIGH YR TENURE), OR REFUSE TO REENL/EXTENL FOR DEPLM. SUBMIT THIS REPORT VIA SEP MSG TO CMC (MMEA-12) FOR APPROPRIATE ACTION. CAREER MARINES WHO ARE OTHERWISE ELIGIBLE TO REENLIST AND DEPLOY WITH YOUR BATTALION WILL BE CONSIDERED AS DEPLOYABLE UNTIL THEY SIGN A SERVICE RECORD PAGE 11 ENTRY INDICATING THAT THEY REFUSE TO EXTEND OR REENLIST TO DEPLOY AND ARE ASSIGNED RE-30 REENL CODE (IF APPROPRIATE).

5.   A CONCERTED EFFORT TO EITHER DISCHARGE OR REHABILITATE AND DEPL MARINES WHO BECOME NON-DEPLOYABLE AFTER YOUR FILL-WINDOW MUST BE MADE. TRANSFERRING MARINES WHOSE EAS MIGHT NOT SPT DEPLM IN A NEW UNIT ONLY EXACERBATES THE STAFFING OF OTHER BN.

6.   SEND ALL CORRESP PERTAINING TO ASG DURING THIS STAFFING PROCESS TO CMC (MMEA-12).

7.   WE LOOK FORWARD TO SUPPORTING YOU DURING THIS PROCESS. PLEASE DO NOT HESITATE TO CONTACT US IF YOU HAVE QUESTIONS OR IF YOU BEGIN TO EXPERIENCE PROBLEMS WITH THIS STAFFING PROCESS. WE WILL DO WHATEVER WE CAN TO ENSURE YOUR PERSONNEL REQUIREMENTS ARE SATISFIED. POCS ARE MR. KNAPP, CAPT WILLIS, OR MSGT SCOTT AT DSN 224-4121/4139.1//
BT
NNNN

ENCLOSURE (4)

SAMPLE MESSAGE
CAREER MARINES WHO WILL NOT DEPLOY

ADMINISTRATIVE MESSAGE

R DDHHMMZ MMM YR

FM REQUESTING UNIT
TO CMC WASHINGTON DC//MMEA-12//

INFO ADDRESSEES

UNCLAS //N01300//

MSGID/GENADMIN//

SUBJ/CAREER MARINES WHO WILL NOT DEPLOY//

REF/A/RMG/CMC MMEA-12/DDHHMMZ MMM YR//

APMN/THE REF IS SYNCHRO STF MSG//

RMKS/1. THE FOL CAREER MARINES WILL NOT DEPL W/MCC ***.

GDE   NAME   SSN/MOS   REMARKS

2. REQ APPROPRIATE DRAW CASE CODE AND REENL CODE BE ASSIGNED IF
APPLICABLE.//
BT
#

ENCLOSURE (5)

SAMPLE MESSAGE
EAS RECONCILIATION

UNCLASSIFIED

ADMINISTRATIVE MESSAGE

R DDHHMMZ MMM YR

FM REQUESTING UNIT
TO CMC WASHINGTON DC//MMEA-12//

INFO ADDRESSEES

UNCLAS //N01300//

MSGID/GENADMIN//

SUBJ/FIRST TERM EAS NONDEPL RECONCILIATION//

REF/A/RMG/CMC MMEA-12/DDHHMMZ MMM YR//

APMN/THE REF IS SYNCHRO STF MSG//

RMKS/1. REQ THE FNM/S BE AUTH TO EXTENL FOR DEPLM WITH MCC ***.

GDE   NAME   SSN   MOS   NR MO

2. THE FNM/S HAS/HAVE MORE THAN 1 YR REMAINING ON CURR ENL, BUT NOT
ENOUGH OBL SVC TO DEPL WITH THIS UNIT.

GDE   NAME   SSN   MOS   EAS//
BT
#

ENCLOSURE (6)

1

**TEAM INTEGRITY PROCEDURES FOR INFANTRY MARINES
ASSIGNED TO INFANTRY BATTALIONS**

1. The procedures outlined below apply to first-term infantry Marines
(MOSs 0311, 0331, 0341, 0351, and 0352) assigned to infantry battalions.
These procedures also take into account the fact that full
implementation of Unit Cohesion will require modifications to our
manpower automated information systems.

2. Until automated systems are modified and the synchronization
component of Unit Cohesion is implemented, the following procedures are
used to manage the classification and assignment of teams of first-term
infantry Marines to infantry battalions:

    a. All infantry battalions submit monthly Deployment Status Reports
(DSR) to MMEA-12 as directed by the Sychronization Staffing Message.
This report provides visibility of deployable Marines and unit
strengths, as well as represents the source document for a unit's
personnel status and personnel assignment decisions until
synchronization is fully implemented. Additionally, the monthly
reporting will provide the requisite visibility of first-term personnel
to allow the PCA of Marines as we align EASs to implement
synchronization. In addition to the normal DSR format, all infantry
battalions will include a complete breakdown of 03XX sergeants, by PMOS
and status, for the next deployment.

    b. Based on the DSR, MMEA will identify units which require teams
and sergeants for their next deployment (until synchronization is
implemented, this decision is based upon current deployment schedules,
with a 3 month lock-on for UDPs and 6 month lock-on for MEUs). MMEA
will issue orders to 03XX sergeants in sufficient time to ensure their
arrival in an infantry battalion prior to the arrival of the teams from
SOI. The end-state, after full implementation of Team Integrity/
Synchronization, is each infantry battalion staffed with at least 27
(0311), 10 (0331), 10 (0341), 2 (0351), and 3 (0352) sergeants. In the
interim, MMEA will staff infantry battalions with sufficient 03XX
sergeants (preferably 0311) to lead the teams that graduate from SOI.

    c. After graduation from the recruit depots and delay en route, all
infantry Marines report to the SOIs for MOS training. On the day that
an SOI infantry class convenes, the SOIs will contact MMEA-l1 (Recruit
Distribution Unit, DSN 224-8706/8652) for MOS classification. SOI's
will provide the number of active duty infantry Marines in the class, by
program guarantee (UV, UH, Y3, 00). After computation of the MOS mix
for the class, MMEA-11

ENCLOSURE (7)

will provide the MOS breakdown to the SOI via return phone call or e-mail (confirmation via naval message will be released the following day).

d. Following the receipt of the MOS mix from MMEA-11, the SOIs will assign an "Intended MOS (IMOS)" to each Marine in the class and form the Marines into teams, by IMOS and program guarantee. It is recognized that the respective team-size for 0311, 0331, 0341, 0351, and 0352 teams will vary, based on SOI class-size, instructor availability, and facilities/training constraints; however, the following reflects optimal team-size for assignment purposes:

MOS	TEAM-SIZE
0311	10
0331	3
0341	4
0351	2
0352	3

e. After assignment of IMOS, SOIs will perform the start-school option in the Automated Recruit Management System for Entry Level Schools (ARMS-ELS). Utilizing the four digit platoon code field, during the start-school process, teams of Marines will be identified in ARMS-ELS per the following:

First field:	E for SOI East, W for SOI West
Second field:	Company letter
Third/fourth fields:	Two digit designator for the team (01-99)

f. After the IMOSs and teams are entered into ARMS-ELS by the SOIs, the SOIs will e-mail/call the Enlisted Combat Arms Monitor Section in MMEA (MMEA-82, the 0311 monitor and the 0331/41/51/52 monitor, DSN 224-3005/2968) to report completion. The MOS monitors will then enter a Future Monitored Command Code (FMCC) for each team/individual into ARMS-ELS. This entry will provide visibility of the FMCC to the SOIs; however, until an automated interface is developed to provide system visibility at the FMCC, a naval message listing each team, the team members, and the FMCC of the teams will be released by CMC (MMEA-82) to all units involved. This message will provide the receiving unit with the number of teams and names/IMOSs of all Marines in the SOI class destined for their unit.

g. Upon receipt of the FMCC via ARMS-ELS or naval message, the SOIs will advise the Marines of their FMCCs and the small unit leaders at the FMCCs will contact their respective teams at

ENCLOSURE (7)

2

SOI prior to graduation per reference (b). Upon graduation, the SOIs
Will advise MMEA, and all units involved, of the total number of Marines
who successfully graduated and were transferred to their respective
FMCCs.

3. As we implement Team Integrity for infantry Marines and transition
to Synchronization, MMEA will continue to utilize staffing targets for
infantry Marines which allow for some attrition between assignment and
deployment. However, MMEA's ability to replace Marines out-of-cycle,
due to large medical/legal/training losses, will be minimal. Moreover,
out-of-cycle replacements run counter to the basic philosophy of Unit
Cohesion. Special requests for replacement of such losses subsequent to
E-180 for MEU(SOC) battalions will be forwarded via the MEF Commander to
CMC (MMEA). Per paragraph 1, enclosure (4) of this Order, these units
submit monthly Deployment Status Reports (DSRs) to MMEA beginning 8
months prior to their fill-window until they deploy. Per paragraph 1J
of enclosure (4), MMEA already monitors the monthly DSRs and corrects
post-fill-window shortages whenever they have the available manpower to
staff (backfill) a unit.

ENCLOSURE (7)

**COHESION MEASURES OF EFFECTIVENESS (MOE) AND DATA
COLLECTION PLAN**

1. Purpose. To define the measures of effectiveness that will be used to monitor the progress and impact of the Unit Cohesion Program on the defined objectives.

2. <u>Measures of Effectiveness</u>

   a. Training Objective. To provide Marines to units from 8 to 16 months prior to deployment in order to permit the scheduling of major training deployments between the fill-window and the deployment.

        (1) MOE. The percent of major training deployments (CAX, MWTC) conducted between personnel fill-windows and their respective deployment.

        (2) Data. Obtained from historical MCTEEP data maintained by DC/S PP&O (POC).

        (3) Reporting Responsibility. DC/S PP&O (POC) will report this MOE to the DC/S PP&O and DC/S M&RA annually, at the end of each calendar year.

   b. Readiness Objective. To align the staffing of units to coincide with large EAS windows in order to reduce the length of the period where readiness ratings generally decline due to personnel numbers.

        (1) MOE. The percent of units staffed at 80 percent or more of T/O.

        (2) Data. The data for the readiness MOE is currently tracked by the DC/S M&RA (MMEA) SORTS officer.

        (3) Reporting Responsibility. Dir, MM will report this MOE quarterly (in conjunction with Joint Manpower Readiness Reports) to the DC/S M&RA.

   c. Stability Objective. To develop a system that will allow teamed Marines to remain in the same unit for their entire first enlistment term.

        (1) MOE. The percent of Marines who remain in the same unit for their entire first enlistment term.

ENCLOSURE (8)

1

(2) Data. For each cohesive assignment, Dir, MM will provide to Dir, MP an electronic file containing each Marine's social security number, MOS, MOS school graduation date, and the MCO of the unit to which they are assigned. Then, prior to each EAS window, Dir, MM will compare this archived data to the current Headquarters Master File (HMF) in order to determine how many Marines from the original "fill" have completed their first tour in the unit to which they were assigned.

(3) Reporting Responsibility. Dir, MP will report this MOE to the DO/S M&RA after each EAS window.

   d. Cohesion Objective. To improve the cohesion and effectiveness of units.

(1) MOE. The percent of favorable survey responses rating cohesion under the Unit Cohesion Program.

(2) Data. Unit Commanders whose units have been manned under this cohesive initiative will be surveyed for their professional critique of the program.

(3) Reporting Responsibility. Dir, MP will survey those commanders whose units have been cohesively manned and will report the survey results to the DO/S M&RA.

ENCLOSURE (8)

TEAM INTEGRITY PROCEDURES FOR ARMOR MARINES
ASSIGNED TO ARMOR UNITS

1. These procedures apply to first-term Marines (MOSs 0313, 1812, 1833, 2141, 2146, and 2147) assigned to tank, assault amphibian, and light armored reconnaissance units. These procedures also account for the fact that full implementation of Unit Cohesion will require modifications to our manpower automated information systems. Until the automated systems are modified and the synchronization component of Unit Cohesion is implemented, the following procedures are used to manage the classification and assignment of teams of first-term armor Marines to armor units:

    a. Based on unit strengths, DC/S M&RA (MMEA) will identify units which require teams (until synchronization is implemented, this decision will be based upon current deployment schedules and 3-month lock-on for UDP/6-month lock-on for MEU deploying units). DC/S M&RA (MMEA) will ensure sufficient small unit leaders (Sgts and Ssgts) are assigned to units prior to the arrival of teams from the MOS-producing schools. The below listed requirements for small unit leaders is based on the unique organization of armor units and the minimum number the individual MOSs can support. The end state after full implementation of Team integrity/Synchronization will be units staffed with the following number of leaders per unit:

UNIT	MOS	SGT TARGET	SSGT TARGET
LAR Bn	0313	30 Per Bn (7/Co)	-
LAR Bn	2147	5 Per Bn (1/Co)	6 Per Bn (1/Co)
Tank Bn	1812	24 Per Bn	20 Per Bn
Tank Bn	2146	8 Per Bn	2 Per Bn
AA Bn	1833	15 Per Co	12 Per Co
AA Bn	2141	5 Per Co	-

In the interim, we will staff units with sufficient Sgt's and SSgt's to lead the teams that graduate from the MOS schools.

    b. After graduation from the recruit depots and delay en route, all Marines report for Marine Combat Training (MCT). Our current procedures ensure that MOSs for all Marines are assigned on the first day of MCT. The MCTs are encouraged to group Marines not only by MOS, but also by type of Armor Unit (i.e., 1833 and 2141 or 1812 and 2146), for training during MCT. However, due to an inefficient initial accession training pipeline for many MOSs, the Marines grouped in NOT may not constitute the same teams that graduate from the MOS-producing school and transfer to a unit together. Therefore, the team

ENCLOSURE (9)

1

utilized for assignment to a specific unit will be the team that is formed on day-one of the MOS-producing school (MOS schools are encouraged to keep Marines from the same MOT teams together).

c. At the MOS-producing school, when a class convenes, the school will form Marines into teams based on active or reserve component and coastal guarantee (if any). It is recognized that team size may vary based on class size, instructor availability, and facilities/training constraints; however, optimal team size for assignment purposes is as follows:

MOS	Team-Size
1812	3
2146	2
1833	3
2141	5
0313	5
2147	2

d. After forming Marines into teams, schools utilizing the automated Recruit Management System for entry level schools (ARMS-ELS) will perform the start school option. Utilizing the 4 digit platoon code field during the start school process, teams of Marines will be identified in ARMS-ELS per the following:

    (1) For 18XX Marines/Teams:
        First/Second field--Class Number
        Third/Fourth field--Two digit designator for
                        the team (01-99)

    (2) For 21XX Marines/Teams:
        First field--Last digit of FY
        Second field--Last digit of class number
        Third/Fourth field--Two digit designator for
                        the team (01-99)

    (3) For 0313 Marines/Teams--Per enclosure(6)

    (4) By name list of all active duty Marines in the class with team assignment, coastal preference/guarantee (if any), marital status, and EAS.

e. After the teams are entered into ARMS-ELS or a naval message is received, the Enlisted Monitor Section in MMEA (specifically MMEA-82, 0313/l8XX Monitor, DSN 224-2968/3005 and MMEA-83, 2lXX Monitor, DSN 224-4788/4789) will enter an FMCC for each team/individual into ARMS-ELS or provide a naval message to

schools not loaded to ARMS-ELS. Schools will submit a naval message to this CMC (MMEA-l/MMEA-82/MMEA-83) during the first training week. The naval message will indicate the following data at a minimum:

- Class number
- Class convening date
- Projected graduation date

(as pertains to the FMCC of each team/individual). If ARMS-ELS is utilized, the entry will provide visibility of the FMCC to the school; however, until an automated interface is developed to provide system visibility at the FMCC, a naval message listing each team, the team members, and the FMCC of the teams will be released by CMC (MMEA-82/MMEA-83) to all units involved. This message will provide the receiving unit with the number of teams and names of all Marines in the class which are destined for their unit.

f. Per reference (b), unit leaders will contact their respective teams, at the school, prior to graduation.

ENCLOSURE (9)

3