



Marine Corps
Talent Management
Campaign Plan
2023 - 2025

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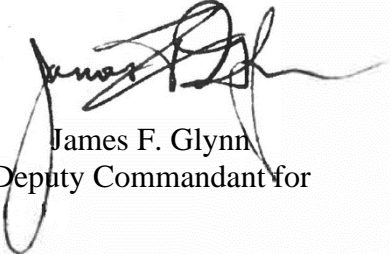
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To adapt to an increasingly complex and demanding 21st century battlefield, the Marine Corps has been aggressively pursuing reforms to the Human Resources Development Process (HRDP). These reforms and initiatives accelerated following the publication of *Talent Management 2030 (TM2030)* in November 2021 and the *TM2030 Update* in March 2023.

To date, the Marine Corps' talent management (TM) reform efforts have generated dozens of top-down initiatives and hundreds of promising bottom-up grassroots suggestions throughout the Marine Corps, including input from retired Marines, industry, and academia. Many of these proposals present alternative concepts for exploiting opportunities or addressing challenges.

To effectively implement changes of this scale and scope it is necessary to prioritize, sequence, and coordinate numerous ongoing TM initiatives, investments, pilot programs, and studies under a comprehensive campaign framework. As we accelerate and expand TM efforts in a resource-constrained environment, it is imperative that we thoroughly study, plan, implement, and assess current and future initiatives. This campaign plan reflects the complexity and interdependencies of many initiatives and provides a deliberate assessment framework that will empirically inform future refinements. In this way, we will balance aggressiveness in execution with responsible integration, resourcing, and refinement.

Given the volume and pace of changes to the Marine Corps TM ecosystem, as well as the ongoing Service Campaign of Learning, this initial Talent Management Campaign Plan time horizon is limited to 2025. The next version of this campaign plan, to be published in the fall of 2024, will project out through 2030. From now until the start of FY25 we are full throttle to streamline and synergize personnel policies and incentive structures to **maximize the number of trained, experienced, qualified, and deployable Marines in the Fleet Marine Force (FMF) – enabled by a fully capable Supporting Establishment**. All Talent Management proposals will be measured against this benchmark.



James F. Glynn
Deputy Commandant for

Purpose

This campaign plan encompasses previous actions conducted, those initiatives currently ongoing, and future plans for implementation. Where not explicitly stated, this campaign plan's enduring intent is to increase the lethality of the FMF while enabling a capable supporting establishment.

The purpose and intent of Talent Management and all embedded initiatives are to **maximize the number of trained, experienced, qualified, and deployable Marines in the FMF – enabled by a capable Supporting Establishment – for any given budget.**

Introduction

The Marine Corps' success on emerging battlefields will depend upon our force being highly trained, cognitively mature, and operationally experienced. To sustain a competitive advantage, we must prepare Marines more intensely and more effectively than we ever have, putting them through some of the most elite entry-level and advanced military training in the world. As we adapt to changing conditions, our purpose and warfighting ethos will not change: the Marine Corps will remain the world's premier expeditionary warfighting organization, maritime in nature, and poised to immediately respond to any crisis, anywhere. The Marine Corps is and will remain a force-in-readiness, "most ready when the Nation is least ready." Where practical, OPT reports, findings and decision memorandums can be found in the reference portion of this document.

Talent management is the act of aligning the talents of individual Marines with the needs of the Service to maximize the potential of both. This increases Marine Corps combat capability and readiness while also intentionally identifying talented Marines for lifelong development through sequenced and progressive training and education. Fundamentally, talent management is about increasing readiness for 21st century conflict and crisis response. All actions are measured against the benchmark of maximizing the number of trained, experienced, qualified, and deployable Marines in the FMF – enabled by a capable Supporting Establishment – for any given budget.

To date, Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA) has extensively evolved the HRDP via its Campaign of Planning led by Manpower Plans and Policy Division (MP). Once the Operational Planning Teams (OPT) conclude, the identified initiatives and reforms necessary for implementation will need time to mature, be executed, and ultimately assessed to ensure we are doing the right things, the right way. The Campaign of Planning included the following OPTs with broad representation from the preponderance of HQMC to include occupational field sponsors, and FMF commanders:

1. **Enlisted ‘Program Enlisted For’ (PEF) Optimization OPT** – Conducted in October 2022, this OPT assessed and refined the PEF groupings and entry prerequisites to optimize the alignment of individual aptitudes and preferences with Service requirements. The OPT utilized a data-driven approach to optimize prerequisites by Primary Military Occupational Specialty (PMOS) and grouped PEFs more appropriately to provide a better applicant-job match.
2. **Enlisted Retention and Promotion OPT** – Conducted in November 2022, this OPT hosted HRDP stakeholders to assess current retention and promotion policies and processes. The OPT presented 12 key proposals for review and consideration. Two specific OPT outputs for implementation with respect to retention policy and process refinements are the Indefinite End of Active Service (EAS) contracts for senior enlisted Marines to retain until their Enlisted Career Force Controls (ECFC) and an Expanded First Term Alignment Plan (FTAP) Retention model which allows for the ability to retain two-fiscal year retention cohorts simultaneously, beginning as early as the FY25 retention campaign.
3. **B-Billet Review OPT** – Conducted in December 2022, this OPT hosted HRDP stakeholders to assess and refine the current B-Billet “fencing” process and allocation to identify opportunities to further implement Talent Management 2030. The OPT found that multiple HRDP stakeholders are using different methodologies and criteria to “fence” MOSs, resulting in different MOSs receiving varying levels of “protection” from B-Billet service. As a result, new business rules were established and B-Billet allocations to PMOS populations were set for the February Authorized Strength Report (ASR).
4. **Return on Investment (ROI) OPT** – Conducted in February 2023, this OPT hosted HRDP stakeholders to identify areas where ROI for enlistment contracts could be leveraged to better support operational needs. Outputs of the OPT included a calculation that could be utilized to identify where MOSs could gain efficiencies in performance of first term Marines.
5. **Active Component-Reserve Component (AC/RC) Permeability OPT** – Conducted from Summer 2022 to February 2023, this OPT hosted HRDP stakeholders to provide recommendations to enhance permeability by facilitating transitions between components through engagement, increased billet transparency, and the removal of unnecessary administrative requirements to increase flexibility and options to meet Service requirements through use of the talent available across the total force.
6. **Officer Aviation ROI and Retention OPT** – Conducted in February and March 2023, representatives from M&RA gathered Marine aviator stakeholders from around the FMF and all applicable HQMC entities to discuss and propose solutions to the following (2) questions: 1) “What is the proper ROI for a Marine aviator?” and 2) “How do we incentivize and create opportunities IOT retain to the appropriate ROI?” The output proposals are pending briefs to stakeholders.
7. **Military Personnel Compensation OPT** – Conducted in April 2023, this OPT hosted HRDP stakeholders to improve enterprise performance of military personnel Marine Corps and reserve personnel Marine Corps programming, budgeting, and execution to optimize use of available

Marine Corps resources, minimize exposure to budget reductions and reduce unobligated/unexpended balances to target levels.

HRDP Stakeholders

As stated in TM2030 and the subsequent update, Marine Corps talent management is an enterprise effort. M&RA works in concert with the other Deputy Commandants, Marine Forces Reserve, Marine Corps Recruiting Command, and Fleet Marine Force Commanders to ensure unity of effort and a common understanding of talent management initiatives. The Deputy Commandant for M&RA, as the HRDP owner and as directed by the talent management-directed guiding documents, will lead the reformation and subsequent actions necessary to provide the force needed of tomorrow. Specifically, M&RA will plan and coordinate with:

The Commanding General of Marine Forces Reserve to explore options in support of a total force approach that increases permeability between the active and reserve components, thereby increasing individual agency, and better utilizing the available talent, investments, and range of military and non-militarily skillsets, credentials, and experience to meet the Marine Corps' warfighting requirements.

The Commanding General of Training and Education Command (TECOM) to explore options to reduce non-end of active service (EAS) attrition as well as increase the effectiveness and efficiency of the training, reduce the amount of time Marines await training, and facilitate lateral moves between military occupational specialties (MOSs) to meet warfighting requirements, organize the feasibility and mechanics of lateral entry pathways, and codify the relationship between entry-level training pipelines and contract length, and officer and enlisted professional military education.

The Commanding General of Marine Corps Recruiting Command to explore appropriate contract lengths and Program Enlisted For configurations, ways to reduce non-EAS attrition, and how to optimize skills matching at accession – first contact with managing talent.

The Deputy Commandant for Combat Development, and Integration (CD&I) to provide the manpower requirements translated from (FD2030) and operational commitments and thereby provide the heading for continued HRDP evolution.

The Deputy Commandant for Plans, Policies, and Operations (PP&O) in exploring options to improve force management (e.g., deployment length within the priority theater) and the effects these changes would have on the HRDP.

The Deputy Commandant for Installations and Logistics (I&L) to continue efforts at improving the quality of life for Marines and their families. I&L's emphasis on improving the quality of the barracks, family housing options, dining facilities, childcare center capacity, and the number of pediatric care options complements talent management efforts.

The Deputy Commandant for Information to facilitate and enable the essential task of modernizing the Service's data management and information technology (IT) systems, which will have exponentially positive impacts on the Marine Corps' HRDP and operational capabilities.

Campaign Framework

There is an urgent need to organize, prioritize, and manage the talent management initiatives currently being discussed and employed. The Marine Corps will create, reform, and evolve its talent management systems, processes, and actions to achieve the Service's end state of providing the *maximum number of trained, experienced, qualified, and deployable Marines in the FMF – enabled by a capable supporting establishment – for any given budget.*

Our efforts are aligned along four lines of effort (LOEs) with a deliberate and enduring assessments framework in concert with Talent Management 2030 and its subsequent update(s). The graphical depiction and map of these LOEs can be found within Enclosure (1).

- LOE 1: Rebalance Recruiting and Retention**
- LOE 2: Optimize the Employment of Talent**
- LOE 3: Multiple Pathways to Career Success**
- LOE 4: Modernize Talent Management Digital Tools**

Within these LOEs, four separate and distinct categories are organized chronologically: 1 – Decision/Implementation, 2 – Pilot Program, 3 – Planning Effort, and 4 – Study.

Campaign Assessment Overview

We will continuously assess the implementation of the talent management campaign plan. Assessments are continuous activities that support decision making by determining progress toward accomplishing a task, creating an effect, achieving an objective, or attaining an end state for the purpose of developing, adapting, and refining plans, and for making campaigns and operations more effective. As such, campaign plan assessments are intentional and deliberate—not an afterthought. Assessments are summarized later within this document and in more detail within Enclosure (2). The next section provides a detailed breakdown of each LOE.

LOE 1: Rebalance Recruiting and Retention

Talent Management 2030 directed a paradigm shift from the legacy, high turnover “recruit and replace” personnel model toward one characterized by a greater emphasis on “invest and retain” of the most capable Marines. There are four themes within LOE 1 that we organize efforts toward. Currently well underway in an informed and concerted effort, *targeted maturation of the force*, will develop the structure needed for 2030 in order to fight, win, and thrive on tomorrow’s battlefield. As we strive to *increase the Service’s return on investment*, we will increase our warfighting capability through training and education to provide the FMF more stable and consistent teams to be employed. *Lateral entry opportunities* will provide increased venues for the Service and high-performing Marines to match duty to an individual’s performance and desire to serve. While we recruit the Marine, we, as a Service, recognize that *quality of leadership, life, and Marine families* fuel the retention of talent.

1.1 Decision / Implementation – the following initiatives are currently being implemented or are being presented for decision.

1. **Commandant’s Retention Program (CRP)** – Since FY22, DC, M&RA has published a Marine Corps Administrative Message (MARADMIN) at the beginning of the retention season identifying the top 10% of Marines by PMOS (not to exceed available boatspaces) for pre-approval of reenlistment. CRP offers pre-approved conditional re-enlistment to top-performing Marines with a streamlined process and priority access to PMOS monitors for duty station and assignments. Manpower Management Division (MM) is currently developing a plan to increase the number of top performing Marines selected for CRP during the FY24 retention campaign.

Task: MM – NLT Jun 23, increase CRP to 20% of FTAP boat spaces.

2. **Commandant’s Retention Program - Reserve** – Beginning in FY 24, CRP will be executed in the Reserve Component similarly to how it is executed in the Active Component. The top 20% of reserve Marines will be identified by name via MARADMIN and offered pre-approved reenlistment and a \$30k bonus for a three-year obligation to begin upon completion of their current contract.

3. **Expanded First Term Alignment Plan (FTAP) Retention Model** – Retention missions have historically been near-sighted and executed within the current FY – we will transition to a proactive model that shapes the deep fight more than in year execution has achieved. MP and MM will execute an expanded retention model to retain two fiscal year retention cohorts simultaneously as early as the FY25 retention campaign to provide opportunity to Marines at early decision points within their career.

Task: MP – Expand the number of Marines eligible for the early reenlistment authority (ERA) program.

Task: MP – Target the FY25 retention campaign and continue to treat two FY cohorts as eligible.

4. **Direct Affiliation Program (DAP) Mission** – As a component of the Commandant’s Retention Mission, in which subordinate commands are responsible for achieving a certain number of reenlistments by PMOS, the DAP mission, which was announced in May 2023 via MARADMIN, levies a requirement on commanders to facilitate transition from the Active Component to the Selected Marine Corps Reserve (SMCR). The target population is Marines who do not wish to continue active duty. Higher rates of direct affiliation to the SMCR by Marines who would otherwise EAS will contribute significantly to total force retention, build the strength and operational ability of the SMCR that was lost during the COVID years, and provide those Marines with a more stable and financially secure transition from active duty to civilian life.

Task: MM/RA – NLT Sep 23, publish a DAP mission to assigned FMF commanders responsible for total force retention.

5. **Enlisted Promotion Board Re-Alignment** – Historically, officer and enlisted board processes have been conducted without linkage to several yearly battle rhythm events and inadvertently misaligned to other talent management considerations. This initiative realigns Staff Non-Commissioned Officer (SNCO) promotion boards beginning in FY24 to sequence more effectively with the assignment and reenlistment processes. This realignment provides a focus of effort within the enlisted ecosystem by which promotion selection informs retention actions, reduces the delay in E-7 fills by 57%, reduces retention processing times due to notification of promotion prior to the current FY retention campaign, and increases the predictability of upcoming Permanent Change of Station (PCS) requirements by reducing cases of short or no notice PCS.

Task: MM – NLT FY24, conduct analysis, review, and realignment of enlisted promotion boards to better sequence yearly manpower battle rhythm events.

6. **Small Unit Leader Initiative (SULI)** – In 2019 the Marine Corps changed promotion to the rank of sergeant from 24 months to no earlier than 48 months’ time-in-service – contributing to the current deficit of over 2,700 sergeants in the Service. The time-in-service (TIS) promotion requirement for sergeant is available at 36 months in conjunction with the endorsement of the LtCol commander and reenlistment. High performing, committed, corporals with at least 36 months TIS will be *eligible* for promotion to sergeant upon reenlistment upon meeting all promotion requirements.

Task: MP – 28 April 23, announced via MARADMIN 225/23 in conjunction with the FY24 retention campaign: **complete.**

Task: MM – NLT Sep 23, conduct further research to tie mandatory reenlistment to meritorious promotion.

7. **Enlisted Career Force Controls (ECFC)** – The current promotion and retention system can be improved to provide Marines opportunities for continued service until they reach service limitation. We will revise ECFCs to enable the retention of Marines to their current service limitations. Remove all “failed selection” (2P) verbiage and increase the maximum age limit

(from 55 to 59) in the Marine Corps Separations Manual. The forthcoming MARADMIN will provide commanders required guidance to recommend underperforming Marines for separation consideration.

Task: MP – NLT Jul 23, draft for release an update to MARADMIN 408/19. **Complete.**

Task: MM – NLT Nov 23, update all relevant Marine Corps Orders associated.

1.2 Pilot Program – the following initiatives are being implemented as pilot programs or are being researched for potential decision and implementation.

1. **Enlisted Career Designation Program** – The Marine Corps currently requires SNCOs with over 12 years' time-in-service to conduct the same re-enlistment process as a first term Marine multiple times to reach retirement eligibility. The Service will implement an indefinite contract, not to surpass the grade's ECFC, for a grade and Time-in-Service to be determined. We intend to demonstrate commitment to senior enlisted leaders by alleviating the administrative burden in continuing service to our Corps while best utilizing the resources needed to process such actions.

Task: MP – NLT Jul 23, release MARADMIN to announce program.

Task: MI – NLT Jan 24, complete system updates.

2. **SNCO Merit-Ordered Promotions** – Currently, Marines are promoted by seniority as determined by Date of Rank and Armed Forces Active-Duty Base Date without the possibility to merit re-order SNCO selection lists. Merit ordered promotions will provide a more objective, board determined promotion selection list which is complementary to an alternate selection list to fill shortfalls caused by Marines not inclined to commit to additional obligated service upon promotion.

Task: MM – NLT Jun 23, submit systems requirements documents to Manpower Information Systems Division (MI) to modify Digital Board Room (DBR) functionality. **Complete.**

Task: MI – NLT Sept 23, provide DBR systems logic to support beta-testing during the AC FY24 SgtMaj through MSgt SNCO Promotion Board.

Task: MM – NLT Oct 23, use the AC FY24 SgtMaj through MSgt SNCO Promotion Board to beta-test DBR functionality and recommend policy changes to be effective NLT Mar 24.

1.3 Planning Effort – the following initiatives are intended to identify future topics for research related to talent management initiatives.

1. **Blended Retirement System (BRS) Symposium** – With the transition of the legacy “high three” retirement system to the DoD-wide BRS we do not currently fully understand extrinsic motivations from new generations of Marines. This symposium aims to understand the BRS’s opportunities to incentivize and retain top talent throughout a military career and assess its overarching influence on career behaviors. We intend to leverage findings for future generations of retention actions and talent management.

Task: TMX – 28 Jun 23, host a Joint Force symposium to better understand the opportunities and impacts of the BRS on the future force.

2. **Updated Programs and Orders** – Due to several changes over the last two years within the talent management ecosystem, there is a need for orders and programs review and modification. We will update orders, directives, and programs in order to better lead external organizations that rely on our guidance.

Task: MP – NLT Dec 23, conduct a total force review and update of the MCO 5250.1 Human Resource Development Process.

Task: MM – NLT Sep 23, conduct a total force review and update of MCO 1040.31b Enlisted Retention and Career Development Program.

3. **Lateral Entry Pilot** – As a 21st century fighting organization we need to creatively and critically address *how we employ* talent. We will create a pathway for exceptionally talented Americans to join the Marine Corps at a rank appropriate for their education and experience in certain fields in order to meet critical shortfalls, not to bypass the process of becoming a Marine.

Task: TMX – NLT Jul 23, deliver POAM of tiered implementation pilot program. We will begin with interservice transfers, prior service Marines and other sister-Service members with the ultimate phase being non-prior service members.

1.4 Study – the following initiatives require further discussion and analysis in order to inform potential reform.

1. **Quality of Life (QoL) Symposium** – The Marine Corps recognizes that a strength and critical component to Marines’ success is quality of life for themselves and their families. The Service needs to take a whole-of-effort approach to addressing quality of life issues that affect our ability to attract, maintain, and retain a lethal force. We will leverage Operations Analysis Directorate’s study of quality of life through FY24 and CD&I’s FY24 study of QoL in order to identify opportunities and options to improve QoL for Marines and their families.

Task: MP – NLT Oct 23, in conjunction with I&L, provide analysis and options to increase total force quality of life benefits and report the findings to DC, M&RA.

Task: Marine and Family Programs Division (MF) – NLT Sep 23, in conjunction with MP, analyze options for parental program resources, healthcare considerations, and spousal employment.

2. **4x2x2 Contracts** – The standard Marine Corps contract for officers and enlisted personnel entails four years of active duty followed by four years in the Individual Ready Reserve (IRR). The Marine Corps will explore more efficient ways to utilize the 8 years for which a Marine is obligated, including a configuration in which the first four years are served on active duty, the next two years are served in the Selected Marine Corps Reserve (SMCR), and the final two years are served in the IRR. This will allow the service to bolster its reserve operational ability and expose individual Marines to the SMCR, allowing them to make a more informed decision about their continued service.

Task: MP – NLT Dec 23, in conjunction with MCRC and RA, provide analysis and options for implementing 4x2x2 contracts.

LOE 2: Optimize the Employment of Talent

Talent Management is about maximizing capabilities as a warfighting organization. The more effective we are within the assignments process, the more consistently the Marine Corps will retain talented Marines, better enabling us to achieve our overall strategic objectives. There are three themes within LOE 2 that we organize our efforts toward. The evolving ***assignments process*** will ensure the right Marines are at the right place at the right time in support of operational needs. We need to ***promote*** Marines to the same extent that they perform in comparison to contemporaries: in a practical manner that recognizes their potential for future success.

2.1 Decision / Implementation – the following initiatives are currently being implemented or are being presented for decision.

1. **Promotion Allocation Fulfillment** – Currently the board president is restricted from selecting more than 5% of the below zone (BZ) Marines for promotion; additionally, current policy and precept language amplifies a cultural resistance to BZ selections. This initiative consists of two components; first, the BZ selection limitation will be increased from 5% to 10% of the total selection allocation, and second, the promotion precept will be strengthened to ensure board presidents consider more qualified BZ Marines for a full promotion brief.

Task: MM – NLT Sep 23, revise MCO P1400.32D.

Task: MM – Implement changes on April 2023 Gunnery Sergeant Promotion Selection Board: **complete**.

2. **Refined Incentive Structure in support of Infantry Battalion Experimentation (IBX)** – Our incentive structure is limited to extremely niche MOSs and has not been evaluated recently enough to be applied to FD2030 initiatives.

Task: MP – NLT Jul EOS, analyze application and cost of a targeted assignment incentive pay pilot program to provide a monetary incentive via assignment incentive pay to the 29 Palms IBX battalion for the duration of the Service-level experiment – present findings for General Officer discussion.

Task: MP – NLT Oct 23, explore and present options to refine the monetary and non-monetary incentive structure.

3. **Optimize Non-Essential PCS Moves** – Historically, we, as a Service, have not been as efficient as we could be with the movement of our talent when considering operational commitments and geographical location. This initiative aims to increase unit cohesion, while reducing family strains caused by disruption to spousal employment, children’s education, and community bonds.

Task: MM – NLT Dec 23, analyze and recommend options.

2.2 Planning Effort – the following initiatives are intended to identify future topics for research related to talent management initiatives.

1. **Promotion Board Alternate Selection List** – Currently, a number of selected Marines fail to gain the obligated service and are thus not promoted, resulting in staffing vacancies. Marines selected for promotion will be required to have 24 months of obligated service before being promoted. This initiative will create an extended promotion selection list, providing additional screened, qualified Marines to be promoted to better meet Service requirements.

Task: MI – NLT May 23, modify DBR to facilitate this initiative. **Complete.**

Task: MM – May 23, use the Active Component (AC) FY23 GySgt and SSgt promotion boards as a beta test and the AC Sergeant Major-Master Sergeant Promotion Board as a pilot program. **Complete.**

2. **Modern Tools for Talent Management: Accessions and Skills Matching** – Current digital tools are not adequate to take advantage of USMC robust data repositories to surface information for informed decisions. The Marine Corps will take full advantage of modern digital tools to refine and operationalize the Marine Corps Occupational Specialty Matching (MCOSM) toolset and the Retention Prediction Network (RPN) to surface insights and help drive talent-based decisions for skills matching and accessions through robust data analysis at machine speed.

Task: MI – NLT Q2 FY24, prototype MCOSM and RPN within a USMC information environment to validate the efficacy of the platform and determine which toolsets meet the capability requirements of the Marine Corps.

2.3 Study – the following initiatives require further discussion and analysis in order to inform potential reform.

1. **Non-EAS Attrition** – Non-EAS attrition has continuously decremented force readiness and the associated talent. All stakeholders within the HRDP have an inherent mandate to decrease, where able and practical, non-EAS attrition from recruiting to the entry-level training pipeline, and even throughout a Marine’s career.

Task: MP – NLT July 23 EOS, present options for decreasing non-EAS attrition.

2. **Marine Corps Graduate Education Program (MCGEP) Enlisted Pilot** – In FY23, the Service opened graduate education at the Naval Postgraduate School (NPS) to qualified enlisted Marines and the request rate was exceptionally high. As the initial selectees complete their education, the Service will continue to explore options to build on successes of the program and increase ROI for technical MOS follow on assignments.

Task: MP – NLT Jun 23, enroll initial cohort of enlisted personnel at NPS. **Complete.**

Task: MM: NLT Jan 25, determine appropriate utilization billets for initial cohort.

Task: MM: NLT Sept 27, assess utilization and ROI of graduates.

LOE 3: Multiple Pathways to Career Success

Our current personnel system does not fully account for the reality that between earning the title Marine and the end of a career, our interests, skills, and circumstances evolve. This hinders our ability to innovate by limiting diversity of perspective, skills, and life experience. There are two themes within LOE 3 that we organize our efforts toward. Already well underway, we are targeting creative ways and means to incentivize lateral moves and retention actions for successful career paths. As we create multiple opportunities for successful careers for Marines, we will increase reserve component (RC) to active component (AC) permeability.

3.1 Decision / Implementation – the following initiatives are currently being implemented or are being presented for decision.

1. **Removal by Request for Promotion** – Promotion boards are not obligated to consider Marines' requests for promotion non-selection. This proposal will obligate boards to not select Marines who have submitted non-consideration requests to promotion boards.

Complete: MM – NLT May 23, begin implementation concurrent with the FY23 GySgt promotion board.

2. **Separate Competitive Categories (SCCs)** – Historically, MOSs with a greater likelihood to command have fared better on selection boards. To address MOS health deficiencies, the Service intends to explore SCCs during CY24/FY26 promotion boards to build a well-balanced promotion system that meets future manpower requirements.

Task: MP – NLT Oct 23, present a decision brief for implementation of a mock SCCs board to DC, M&RA.

Task: MM - NLT Dec 23, conduct mock SCC to provide a comparative assessment with a designated FY24 Selection Board.

Task: MP – NLT Apr 24, provide findings of mock SCCs board to DC, M&RA.

3.2 Study – the following initiatives require further discussion and analysis in order to inform potential reform

1. **Increase Permeability Options** – During 2023, we will increase permeability between AC and RC and take full advantage of opportunities for collaboration across the total force to better meet the Marine Corps' needs. Given the nature of legislative requirements regarding reserve employment, we will work closely with Congress to seek assistance in identifying improvements to AC/RC permeability.

Task: TMX – NLT Sep 23, present options to enhance AC/RC permeability.

2. **Lateral Moves** – Previous years’ data and actions indicate certain MOSs retain more consistently than others. Where this is the case, we have noticed a MOS mismatch to the operational requirements of the FMF. We will target high performing Marines not selected for retention in their PMOS for lateral move opportunities and incentivize those fast-filling MOSs retained to fill other necessary Service requirements outside of their original MOS.

Task: MP – NLT Sep 23, identify and analyze opportunities and incentives in support of lateral moves.

3. **Sequenced SNCO Professional Military Education (PME) Requirements** The current policy contributed to shortfalls in some MOSs because eligible Marines have not completed both the distant learning prerequisite course and the required seminar or resident school for grade before the convening of the annual promotion boards. This change will reduce promotion board shortfalls by increasing the eligible population. This policy refinement also establishes a mandate for commanding officers and Marines to prioritize PME attendance once selected for promotion.

Task: MM – NLT Oct EOS, provide information paper and provide opportunity for General Officer discussion.

4. **Technical MOS** – Similar to SCCs, we recognize that FD2030 will require a more technologically capable force than the past. To establish career paths for those who do not seek or have limited opportunity for command in communities such as Foreign Area and Regional Area Officer Communities, MAGTF Planners, or 88XX’s, the Service must explore methods of retention and promotion that deviate from the cultural norm.

Task: MP – NLT Sep 24, deliver proposal for study in support of technical MOSs to include ROI for the Service.

5. **Principal Staff Selection Study**– The FMF must apply the same level of scrutiny to key staff positions at the MARFOR and MEF levels as we do board-selected Commanders. We will identify and analyze key staff billets and develop an implementation plan that would benefit from a board-selected officer and provides upward mobility for talented officers to reach senior ranks across all MOSs.

Task: MM & MP – NLT Jul 23 provide a Spot Promotion Implementation decision brief to DC, M&RA.

Task: MM – NLT Jan 24, deliver decision brief in conjunction with SCC and technical MOSs.

LOE 4: Modernize Talent Management Digital Tools

The digital talent management system is antiquated, siloed, and unfit for the future. To realize the objectives of TM2030, we must be able to synthesize personnel information and requirements across the force. We need a transparent, commander-focused, collaborative system to align the individual abilities, skills, and aspirations of Marines to warfighting needs. As we modernize the HRDP, we recognize that our current system of systems is complex and redundant; we are currently addressing, designing, and preparing for deployment of the *human capital management tools* to support *TM2030* and *FD2030*.

4.1 Decision / Implementation – the following initiatives are currently being implemented or are being presented for decision

1. **MarineView 360-Degree Leadership Review** – The 360-degree review pilot was designed as a three-phased program and began with a group of sitting commanders in phase I to build the process and product used. It is currently executing phase II with selected commanders and senior enlisted leaders to refine and validate the program. The pilot will expand next year to include all officer and senior enlisted leaders and demonstrate the program can be successful at scale.

Task: MM – Phase 2, executed throughout calendar year (CY) CY23, will expand the program to include GySgt+ enlisted leaders as well as officer leadership at Captain and above. The objective is to refine and finalize the format of the surveys and the processes for the program.

Task: MM – Phase 3, executed throughout CY24, will scale the program to more than three times the size of phase 2 and continue to include GySgt through Colonel leadership. The objective is to validate the scalability of the process and develop the final recommendation for continued implementation.

2. **Decision Support Tools** – Within M&RA, forward facing Power-BI (Business Intelligence) Dashboards will assist decision making by informing leaders from the analyst to the executive level with authoritative, real-time data. These automated data feeds will ensure these Dashboards are accurate, responsive, and dynamic to the user while reducing potential for error and unnecessary workload associated with updating the data. As dependency on information increases, these Dashboards will evolve as decision support tools to enable data informed and objective decision making. These Dashboards include the MPP MOS Health Dashboard, the MMEA Dashboard, and the Marine Encyclopedia (hosted on Jupiter/Advana).

Task: MP – NLT Jul 23, develop implementation plan for decision.

3. **Masked Promotion Zone Designations** – Current board members can view each package's promotion zone within DBR, which is unnecessary and may detract from a board members' focus on merit. This proposal will reduce the potential "zone bias" within the board and result in an increased focus on performance.

Task: MI – NLT Apr 23, complete all required DBR updates in time for the FY23 GySgt Promotion Board: **complete**.

4. **Talent Management Engagement Portal** – M&RA and Marine Corps Systems Command have been designing the framework of the Portal to support a modern, transparent, data-based assignments environment that allows Marines, commands, and the Service headquarters to collaborate in the assignments process. The program is currently developing the officer platform in preparation to release version 1 to a limited population while also exploring commercially available solutions. The officer platform will continue to be refined and access expanded over the coming months and years while simultaneously beginning the development of the enlisted platform.

Task:

MM – NLT May 23, deliver a limited user evaluation product for the Officer Platform with a plan to expand access over FY 2024.

MM – NLT Nov 2023, select a commercial solution vendor to deliver a prototype alternative during a 15-month period of performance.

MM – NLT May 2024, deliver a limited user evaluation product for the Enlisted Platform with a plan to expand access over FY 2025.

MM – NLT Jan 2025, provide a product recommendation for final production.

5. **Junior Enlisted Performance Evaluation System (JEPES) MOS Qualification Update** – Implement additional MOS qualifications for specific MOSs to be included in the calculation/generation of Marines JEPES score.

Task: MI – NLT Oct 23, release updated JEPES.

4.2 Pilot Program – the following initiatives are being implemented as pilot programs or are being researched for potential decision and implementation.

1. **Automated Reenlistment Process Prototype** – The “turbo-taxified” concept re-engineers the way that the individual Marine navigates the re-enlistment process, enhancing transparency and providing more agency to Marines as they seek to continue their careers. The application will provide user-focused interfaces and prompts that streamline, digitize, and automate the process to reduce obstacles to reenlistment and incentivize tailored outcomes to produce career-enhancing and lengthening decision-making for the Marine and the Service.

Task: MI – NLT Sep 24, ensure prototype is delivered.

Task: MM – NLT Sep 23, provide expertise, support development, and validate the product.

4.3 Planning Effort – the following initiatives are intended to identify future topics for research related to talent management initiatives.

1. **Manpower Information Technology Systems Modernization (MITSM) Strategy** – Seeks to employ adaptive acquisition pathways to adopt rapid prototyping, state of the art commercial technology, Other Transaction Agreements based contracts, and agile software configuration methodologies while leveraging user-centered design in the development, refinement, and prioritization of capabilities needs to deliver talent intelligence solutions to the Marine Corps.

Task: MITSM Program Office – NLT May 23, deliver the acquisition strategy. **Complete.**

2. **DBR Visualization of Enhanced Precepts** – DBR does not cue board members to precepted information. Thus, individual board members must individually screen each package to determine if the Marine has relevant criteria as outlined in the precept. This change will provide additional guidance to board members and reduce “discovery” during the board process.

Task: MM – Use the FY23 SSgt Board as a pilot with full implementation in FY24.

Task: MI – NLT Oct 23 ensure development and deployment in DBR 2.0.

3. **Talent Attribute Framework** – The Army used knowledge, skills, and behaviors to inform their talent marketplace and in support of BCAP. The Service will analyze feasibility and development using the Talent Attribute Framework to inform the MarineView 360-Degree Leadership evaluation program. Attributes will align along Knowledge, Skills, and Competencies (KSCs) and inevitably inform how we employ the Service’s talent marketplace.

Task: MM – NLT Sep 23, deliver POAM for implementation.

4.4 Study – the following initiatives require further discussion and analysis in order to inform potential reform.

1. **Enhanced Board Statistics Reporting** – Currently, Marines receive limited feedback from promotion boards. Career counselors cannot access board-related data such as allocations, numerical rankings, or board member notes. This limits the counselors’ ability to accurately describe why a Marine was not selected. When implemented, expanded board reporting may better support career counselors’ efforts and better enable Marines and their self-improvement.

Task: MI – Conduct testing during GySgt Promotion Board in Apr 23 with full implementation in FY24

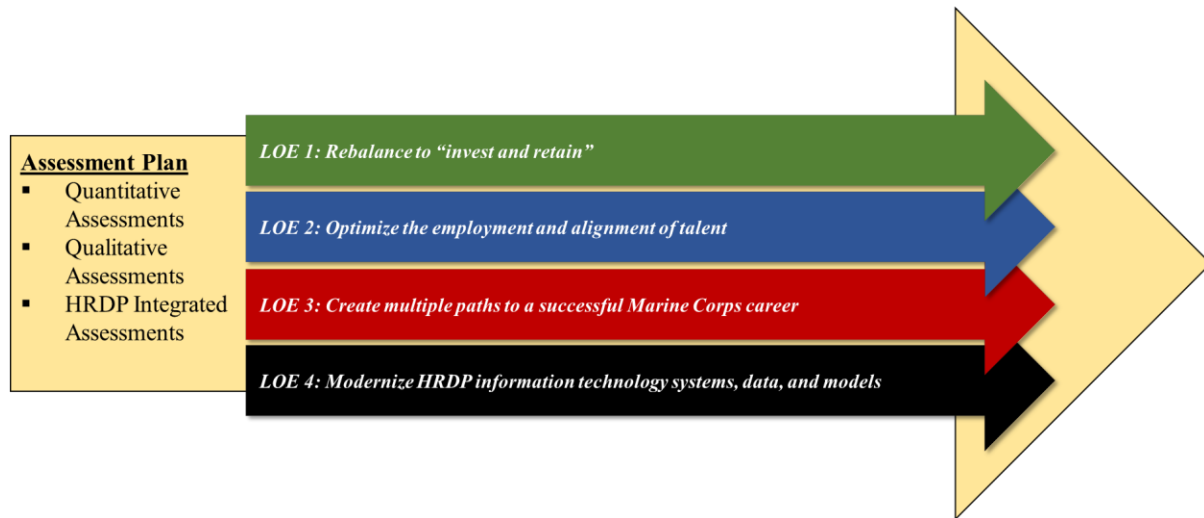
Task: MM – NLT FY24, conduct further research on individualized post-board feedback to Marines.

2. **Gig Eagle** – The Defense Innovation Unit’s project is a talent marketplace that connects reserve personnel with specialized skillsets from across the DoD with commands to fill immediate mission requirements. The Marine Innovation Unit is currently participating in exploratory efforts in the development of the system. This project represents an opportunity to explore new ways of employing talent and permeability between the active and reserve components.

Task: RA – Sep 23, explore feasibility of implementation and provide feedback for future consideration.

Campaign Assessment Framework

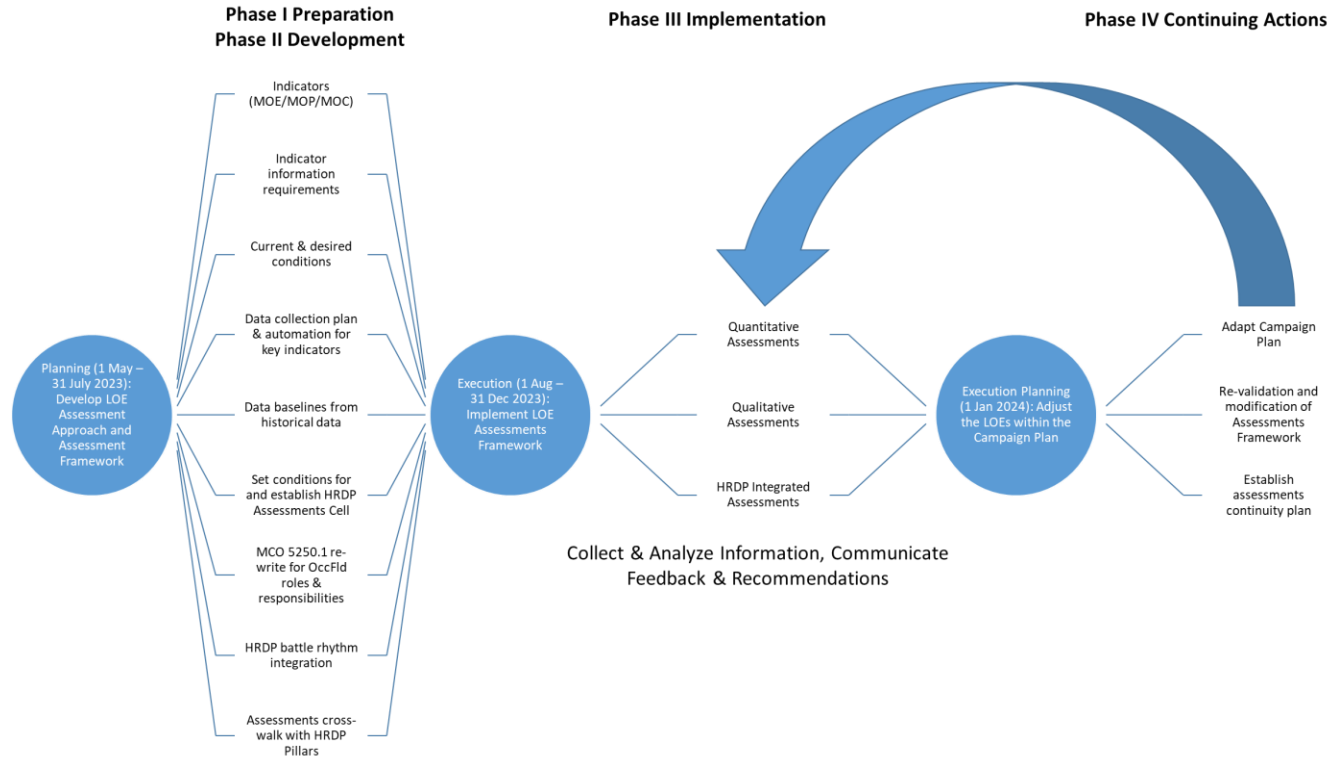
In conjunction with all HRDP pillars, we are developing and will implement a Campaign Assessments Framework to assess the effectiveness of these LOEs. We will implement this Campaign Assessments Framework across the following three mutually supporting assessments: Quantitative, Qualitative, and HRDP Integrated. See Enclosure (2). These efforts will ensure the HRDP provides effective and consistent feedback loops with dependable stakeholder support.



- Quantitative Assessments. Measures of effectiveness (MOEs) and measures of performance (MOPs) will enable a responsive system as we identify adjustments required on the margin. These MOEs and MOPs will ensure we learn with the necessary hindsight to effectively measure past performance within the HRDP. Although the assessments will remain future oriented, quantitative assessments require us to be past informed using objective data measures.
- Qualitative Assessments. Those assessment indicators not measurable by MOPs and MOEs, including measures of capability (MOCs, used specifically to track enactment of policies), will comprise the qualitative assessments. Because we seek to maximize the number of fully trained, experienced, qualified, and deployable Marines in the FMF, FMF feedback and dialogue with the HRDP pillars is essential. Qualitative assessments will create an expansive HRDP focus beyond the National Capital Region (NCR). For those within the NCR, such as occupational field managers and MOS specialists (OccFld), these representatives of their communities must be enabled to support this Campaign Plan. Further, through this document's synergistic unity of effort, the OccFld will support the Service's overall talent management efforts. Through qualitative assessments, this unity of effort will be informed by codified roles and responsibilities of the OccFld within the HRDP.
- HRDP Integrated Assessments. Assessments will be integrated across the HRDP pillars to account for interdependencies. Recommended changes, based on assessments, will be discussed and approved at the appropriate forum in the established HRDP battle rhythm.

Adjustments require a whole of HRDP approach since a singular focus may have unintended consequences elsewhere within the system.

The assessments plan will begin with the development of the assessment approach, followed by the development of the framework, and then implementation. After implementation, feedback loops enabled through the collection and analysis of information with recommendations will drive decisions regarding adjustments to the campaign plan, as required.



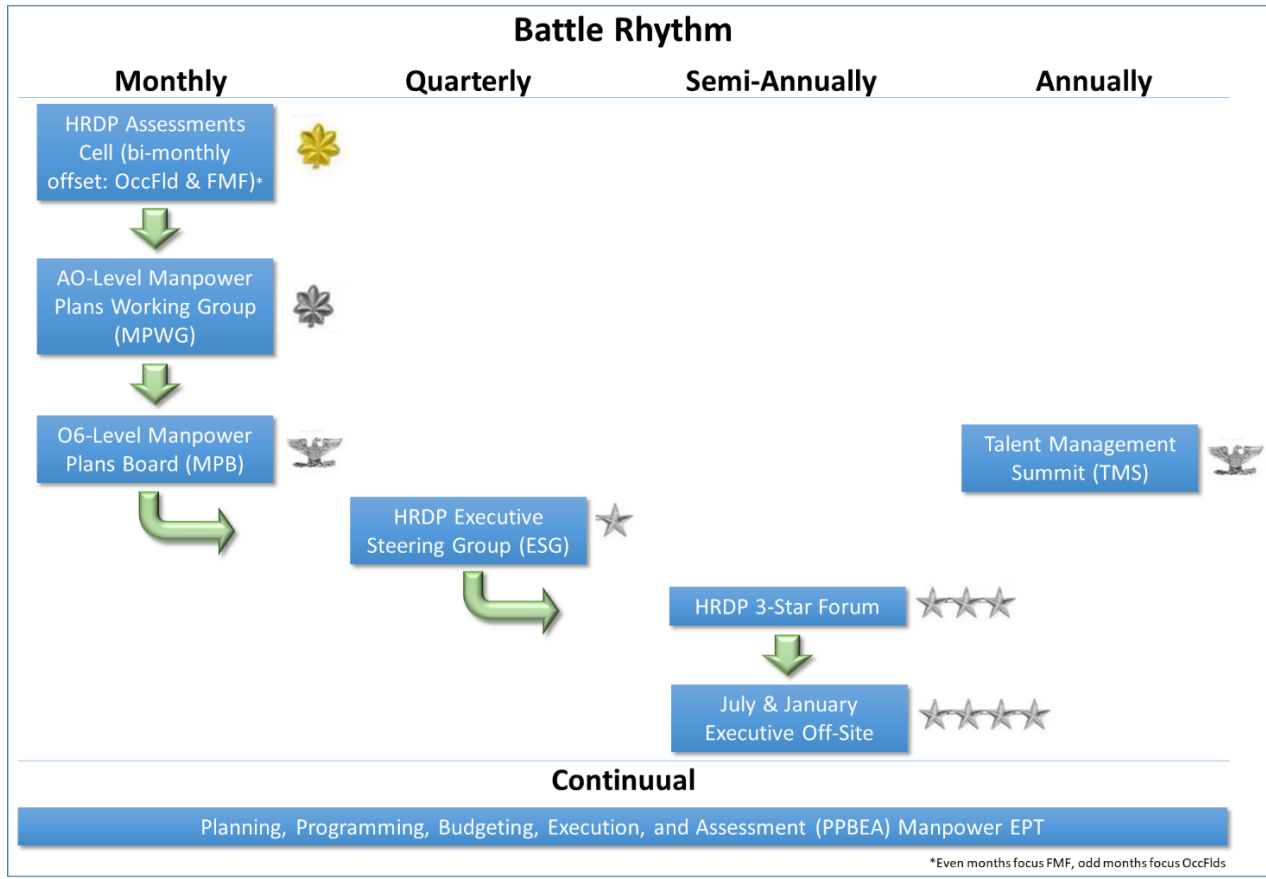
First, we will focus on developing the approach to assess progress for each objective within the LOE. This approach will include determining and developing specific indicators for the MOPs and MOEs, identify the information requirements for these indicators (e.g., data automation), and understanding the current and desired conditions. We will also develop MOCs for each specific planned policy change to measure whether the policy is implemented. Separately, we will set conditions for HRDP integration with the planned Assessments Cell by establishing relationships and engagement with the OccFld through monthly synchronization and identifying the HRDP Assessments Leads within each of the HRDP Pillars, select HRDP stakeholders, and designated representative within each MEF and/or their MSC.

Second, we will develop the HRDP Assessment Framework with Quantitative Assessments (MOPs and MOEs), Qualitative Assessments (MOCs and other non-quantitative measures), and Integrated HRDP Assessments. We will finalize the data collection plan for designated key assessment indicators and establish their baselines from historical data. We will assign the responsibility for data collection and analysis, the integration of assessments into existing battle rhythm events with feedback mechanisms, and crosswalk the plan across the HRDP Pillars. Within the HRDP Assessments Framework, we will outline the timelines and

events that support decision making, information oversight responsibilities, and product development and communication requirements. We will establish the HRDP Assessments Cell and begin the recurring battle rhythm for update to the AO-level Manpower Plans Working Group (MPWG), update to the O6-level Manpower Plans Board (MPB), FMF focused session via designated representative(s) from each MEF and/or their MSC, and OccFld focused session. Finally, we will codify the OccFld roles and responsibilities within the HRDP by updating the HRDP order (MCO 5250.1).

Third, we will focus on the implementation of the HRDP Assessments Framework. The implementation will include continual data collection using live data feeds to leverage dashboards, analysis, and assessment based on the current and desired conditions. Through the established HRDP Assessments Cell, we will draft, vet, and validate productions. We will feed the approved assessments' products, decisions, and recommendations into the previously established battle rhythm events and additional events including the quarterly HRDP Executive Steering Group (ESG) chaired by the Director MP. The HRDP ESG consists of General Officers/Senior Executives designated from each of the Service level HRDP stakeholder organizations with Principal HRDP ESG stakeholders including the Director Manpower Plans and Policy, Director Capabilities Development Directorate, and Command General Training Command. Additional events include the semi-annual HRDP 3-Star Forum which includes the DC, M&RA; DC, CD&I; and CG, TECOM. Following the HRDP 3-Star Forum, additional events include the semi-annual Executive Off-Site (EOS) in July and January. These briefs will provide timely recommendations to the appropriate decision makers.

Finally, following initial implementation, we will re-validate the HRDP Assessments Framework and establish continuity for the assessments. We will adapt the Campaign Plan, and, as required, modify the approach for assessments, objectives, MOPs, MOEs, information requirements and indicators.



Conclusion

Talent management is a dynamic and evolving process; some tasks are well underway, while others require significant shaping based on necessary preparatory work. Some of these tasks cross multiple LOEs and are intricately meshed with other tasks, while some relationships are not yet realized due to the complexity of the HRDP.

This TM Campaign Plan provides broad guidance to the organization to step out at pace in talent management reform. While initiatives and objectives may not be explicitly stated or conceptualized past 2025, that does not mean we are mission complete in two years. Rather, this plan should be viewed as an initial targeting package for an exceptionally complex problem. Data will change, trends will be developed, and new targets will be identified, but we will be receptive to our assessments, flexible in support, and deliberate in execution to **maximize the number of trained, experienced, qualified, and deployable Marines in the FMF – enabled by a capable Supporting Establishment – for any given budget.**

Due Dates

<u>Due Date</u>	<u>Initiative</u>	<u>Task</u>	<u>OPR</u>
Complete	Promotion Board Alternate Selection List	2.2.1.b COMPLETE . Use the AC FY23 GySgt and SSgt promotion boards as a beta test and the AC SgtMaj-MSgt Promotion Board as a pilot program.	MM
Complete	Promotion Board Alternate Selection List	2.2.1.a. COMPLETE . Modify DBR to facilitate this initiative.	MI
Complete	Manpower Information Technology Systems Modernization Strategy	4.3.1.a. COMPLETE Deliver the acquisition strategy.	MITSM Program Office
Complete	Commandant's Retention Program (CRP)	1.1.1.a. COMPLETE . Increase CRP to 20% of FTAP boat spaces.	MM
Complete	SNCO Merit-Ordered Promotions	1.2.2.a. COMPLETE . Submit systems requirements documents to MI to modify DBR functionality.	MM
Complete	Marine Corps Graduate Education Program Enlisted Pilot	2.3.2.a. COMPLETE . Enroll initial cohort of enlisted personnel at NPS.	MP
Jul-23	Decision Support Tools	4.1.2.a. Develop implementation plan for decision.	MP
Jul-23	Expanded First Term Alignment (FTAP) Retention Model	1.1.3.a Expand the number of Marines eligible for the early reenlistment authority (ERA) program.	MP
Jul-23	Enlisted Career Designation Program	1.2.1.a Release MARADMIN to announce program.	MP
Jul-23	Non-EAS Attrition	2.3.1.a Present options for decreasing non-EAS attrition.	MP
Jul-23	Refined Incentive Structure in support of IBX	2.1.2.a Analyze application and cost of a targeted assignment incentive pay pilot program to provide a monetary incentive via assignment incentive pay to the 29 Palms IBX battalion for the duration of the Service-level experiment – present finding for General Officer discussion.	MP

Jul-23	Principal Staff Selection Study	3.2.5.a Provide a Spot Promotion Implementation decision brief to DC, M&RA.	MP/MM
Jul-23	Lateral Entry Pilot	1.3.3.a Deliver POAM of tiered implementation of pilot program. We will begin with interservice transfers, prior service Marines and other sister-Service members with the ultimate phase being non-prior service members.	TMX
Sep-23	Small Unit Leader Initiative (SULI)	1.1.6.a Conduct further research to tie mandatory reenlistment to meritorious promotion.	MM
Sep-23	Automated Reenlisted Process Prototype	4.2.1.b Provide expertise, support development, and validate the product.	MM
Sep-23	Updated Programs and Orders	1.3.2.b Conduct a total force review and update of MCO 1040.31b Enlisted Retention and Career Development Program.	MM
Sep-23	Talent Attribute Framework	4.3.1.a Deliver POAM for implementation.	MM
Sep-23	Promotion Allocation Fulfillment	2.1.1.a Revise MCO P1400.32D	MM
Sep-23	Lateral Moves	3.2.2.a Identify and analyze opportunities and incentives in support of lateral moves.	MP
Sep-23	Enhanced Board Statistics Reporting	4.4.1.b Conduct further research on individualized post-board feedback to Marines.	MM
Sep-23	DBR Visualization of Enhanced Precepts	4.3.2.a Use the FY23 SSgt Board as a pilot with full implementation in FY24.	MM
Sep-23	Enlisted Promotion Board Re-Alignment	1.1.4.a Conduct analysis, review, and realignment of enlisted promotion boards to better sequence yearly manpower battle rhythm events.	MM
Sep-23	SNCO Merit-Ordered Promotions	1.2.2.b Provide DBR systems logic to support beta-testing during the AC FY24 SgtMaj through MSgt SNCO Promotion Board.	MI
Sep-23	Enhanced Board Statistics Reporting	4.4.1.a Conduct testing during the Apr 23 GySgt Board with full implementation in FY24.	MI

Sep-23	Direct Affiliation Program (DAP) Mission	1.1.4.a Publish a DAP mission to assigned GMG commanders responsible for total force retention.	RA
Sep-23	Gig Eagle	4.4.2.a Explore feasibility of implementation and provide feedback for future consideration.	RA
Sep-23	Quality of Life (QoL) Symposium	1.4.1.b In conjunction with MP, analyze options for parental program resources, healthcare considerations, and spousal employment.	MF
Sep-23	Increase Permeability Options	3.2.1.a Present options to enhance AC/RC permeability.	TMX
Oct-23	Separate Competitive Categories	3.1.2.a Present a decision brief for implementation of a mock SCCs board to DC, M&RA.	MP
Oct-23	Refined Incentive Structure in support of IBX	2.1.2.b Explore and present options to refine the monetary and non-monetary incentive structure.	MP
Oct-23	SNCO Merit-Ordered Promotions	1.2.2.c Use the AC FY24 SgtMaj through MSgt SNCO promotion Board to beta-test DBR functionality and recommend policy changes to be effective NLT Mar 24.	MM
Oct-23	Sequenced SNCO PME Requirements	3.2.3.a Provide information paper and provide opportunity for General Officer discussion.	MM
Oct-23	Quality of Life (QoL) Symposium	1.4.1.a In conjunction with I&L, provide DC M&RA analysis and options to increase total force quality of life benefits.	MP
Oct-23	DBR Visualization of Enhanced Precepts	4.3.2.b Ensure development and deployment in DBR 2.0.	MI
Oct-23	JEPES MOS Qualification Update	4.1.5.a Release updated JEPES.	MI
Nov-23	Enlisted Career Force Controls (ECFC)	1.1.7.b Update all relevant Marine Corps Orders associated.	MM
Nov-23	Talent Management Engagement Portal	4.1.4b Select a commercial solution vendor to deliver a prototype alternative during a 15-month period of performance.	MM
Dec-23	Separate Competitive Categories	3.1.2.b Conduct mock SCC to provide a comparative assessment	MM

		with a designated FY24 Selection Board.	
Dec-23	Optimize Non-Essential PCS Moves	2.1.3.a Analyze and recommend options.	MM
Dec-23	MarineView 360-Degree Leadership Review	4.1.1.a Phase 2, executed throughout CY23, will expand the program to include GySgt+ enlisted leaders as well as officer leadership at Captain and above. The objective is to refine and finalize the format of the surveys and the processes for the program.	MM
Dec-23	Updated Programs and Orders	1.3.2.a Conduct a total force review and update of the MCO 5250.1 HRDP.	MP
Dec-23	4x2x2 Contracts	1.4.2.a In conjunction with MCRC and RA, provide analysis and options for implementing 4x2x2 contracts.	MP
Dec-23	Modern Tools for Talent Management: Accessions and Skills Matching	2.2.2.a Prototype MCOSM and RPN within a USMC information environment to validate the efficacy of the platform and determine which toolsets meet the capability requirements of the Marine Corps.	MI
Jan-24	MarineView 360-Degree Leadership Review	4.1.1.b Phase 3, executed throughout CY24, will scale the program to more than three times the size of phase 2 and continue to include GySgt-Colonel leadership. The objective is to validate the scalability of the process and develop the final recommendation for continued implementation.	MM
Jan-24	Principal Staff Selection Study	3.2.5.b Deliver decision brief in conjunction with the SCC and technical MOSSs.	MM
Jan-24	Enlisted Career Designation Program	1.2.1.b Complete system updates.	MI
Apr-24	Separate Competitive Categories	3.1.2.c Provide findings of mock SCCs board to DC, M&RA.	MP
May-24	Talent Management Engagement Portal	4.1.4.c Deliver a limited user evaluation product for the	MM

		Enlisted Platform with a plan to expand access over FY25.	
Jul-24	Expanded First Term Alignment (FTAP) Retention Model	1.1.3.b Target the FY25 retention campaign and continue to treat two FY cohorts as eligible.	MP
Sep-24	Technical MOS	3.2.4.a Deliver proposal for study in support of technical MOSs to include ROI for the service.	MP
Sep-24	Automated Reenlisted Process Prototype	4.2.1.a Ensure prototype is delivered.	MI
Jan-25	Talent Management Engagement Portal	4.1.4.d Provide a product recommendation for final production.	MM
Jan-25	Marine Corps Graduate Education Program Enlisted Pilot	2.3.2.b Determine appropriate utilization billets for initial cohort.	MM
Jul-27	Enlisted Career Force Controls (ECFC)	1.1.7.a Draft for release an update to MARADMIN 408/19.	MP
Sep-27	Marine Corps Graduate Education Program Enlisted Pilot	2.3.2.c Assess utilization and ROI of graduates.	MM

References

1. **[2022 National Security Strategy](#)**
2. **[2022 National Defense Strategy \(Unclassified\)](#)**
3. **[38th Commandant's Planning Guidance](#)**
4. **[Force Design 2030](#)**
5. **[Talent Management 2030](#)**
6. **[Force Design Annual Update – April 2021](#)**
7. **[Force Design Annual Update – May 2022](#)**
8. **[Training and Education 2030](#)**
9. **[Installations and Logistics 2030](#)**
10. **[Talent Management 2030 Update – March 2023](#)**
11. **[Enlisted Retention and Promotion OPT Report](#)**

Acronyms

<u>Abbreviation</u>	<u>Meaning</u>
2P	Twice Failed Selection to Next Grade
AC	Active Component
AC/RC	Active Component / Reserve Component
AO	Action Officer
ASN, M&RA	Assistant Secretary of the Navy for Manpower and Reserve Affairs
ASR	Authorized Strength Report
BCAP	Battalion Commander Assessment Program
BRS	Blended Retirement System
BZ	Below Zone
CD&I	Combat Development and Integration
CG, MCRC	Commanding General, Marine Corps Recruiting Command
CG, MFR	Commanding General, Marine Forces Reserves
CG, TECOM	Commanding General, Training and Education Command
CRP	Commandant's Retention Program
CY	Calendar Year
DBR	Digital Boardroom
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, PP&O	Deputy Commandant for Plans, Policy, and Operations
DIU	Defense Innovation Unit
DoD	Department of Defense
EAS	Expiration of Active Service
ECFC	Enlisted Career Force Controls
EOS	Executive Off-Site
ESG	Executive Steering Group
ERA	Early Reenlistment Authority
FD2030	Force Design 2030
FMF	Fleet Marine Force
FTAP	First Term Alignment Program
FY	Fiscal Year
HRDP	Human Resources Development Process
I&L	Installations and Logistics
IBX	Infantry Battalion Experimentation
IOT	In Order To
IT	Information Technology
JEPES	Junior Enlisted Performance Evaluations System
KSC	Knowledge, Skills, and Competencies
LOE	Line of Effort

M&RA	Manpower and Reserve Affairs
MAGTF	Marine Air-Ground Task Force
MARADMIN	Marine Corps Administrative Message
MARFOR	Marine Force-level commands
MAROS	Marine Aviation Readiness and Operations Summit
MCGEP	Marine Corps Graduate Education Program
MCO	Marine Corps Order
MCOSM	Marine Corps Occupational Specialty Matching
MEF	Marine Expeditionary Forces
MF	Marine and Family Programs Division
MI	Manpower Information Systems Division
MITSM	Manpower Information Technology Systems Modernization
MIU	Marine Innovation Unit
MM	Manpower Management Division
MMEA	Manpower Management Enlisted Assignments
MOC	Measures of Capability
MOE	Measures of Effectiveness
MOP	Measures of Performance
MOS	Military Occupational Specialty
MP	Manpower Plans and Policy Division
MPB	Manpower Plans Board
MPP	Manpower Plans, Programs, and Budgets
MSC	Major Subordinate Commands
NCR	National Capital Region
NLT	No Later Than
NPS	Naval Postgraduate School
OccField	Occupational Field Managers and MOS Specialists
OPT	Operational Planning Team
PCS	Permanent Change of Station
PEF	Program Enlisted For
PME	Professional Military Education
PMOS	Primary Military Occupational Specialty
POAM	Plan of Action and Milestones
RA	Reserve Affairs Division
RC	Reserve Component
ROI	Return on Investment
RPN	Retention Prediction Network
SCC	Separate Competitive Categories
SNCO	Staff Non-Commissioned Officer
SULI	Small Unit Leader Initiative
TECOM	Training and Education Command
TIS	Time in Service
TM	Talent Management

TM2030	Talent Management 2030
TMX	Talent Management Strategy Group
TSO	Technology Services Organization
QOL	Quality of Life

