USMC

MCTP 3-30G

Marine Corps Manpower and Personnel Administration



U.S. Marine Corps

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PCN 147 000084 01

USMC

DEPARTMENT OF THE NAVY
Headquarters United States Marine Corps
Washington, D.C. 20350-3000

24 January 2020

FOREWORD

Marine Corps Tactical Publication 3-30G, *Marine Corps Manpower and Personnel Administration*, provides commanders and Marines assigned military occupational specialties in the 01occupational field with the doctrinal mission, principles, concepts, components, organization, functions, roles, and responsibilities for the execution of Marine Corps personnel administration. It is the authoritative basis for the subsequent development of administrative policy, education, training, systems, and procedures. It is not directive in nature, but provides a framework for personnel administration. Marine Corps Tactical Publication 3-30G addresses the interrelationships of administrative organizations within Headquarters, United States Marine Corps, the operating forces, and the supporting establishment and promotes a common understanding of personnel administration support fundamentals.

The publication is intended for commanders and their staffs, individuals, and administrators who conduct and manage Marine Corps administrative practices and procedures as it applies to individual Marines, their family members, the civilian workforce, and Marine Corps organizations.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS



W. F. MULLEN III
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Publication Control Number: 147 000084 01

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To Our Readers

Chapter 1
Fundamentals

People are the Marine Corps' greatest asset. Personnel administration's focus on the individual Marine and Sailor, the civilian workforce, and their families ensures units are trained and ready to serve and fight at a moment's notice. Marine Corps personnel administration supports and sustains all contributors to mission accomplishment. Personnel administration assists in transforming individuals into units through accurate and timely recordkeeping and thorough analysis of personnel gaps.

Personnel administration is the planning, directing, and documenting of matters pertaining to individual Marines, Sailors, and their family members not covered by other functions. Other functions include operations, logistics, medical and dental, or intelligence. Personnel administration includes the maintenance of command-related documentation pertinent to unit and family readiness as well as quality of life (QOL) concerns.

Personnel are the primary element of command and control and form the foundation that enables commanders to train and lead qualified Marine Corps units to carry out their missions. Personnel administration spans all levels of warfare: from strategic manpower plans and policies that shape the future force to meet the operational and support establishment's manpower requirements, to tactical execution that addresses the necessities of each individual supporting the force.

Administration applies known policies and conducts process management techniques to streamline procedures. It applies measurable actions regarding efficiency, resources, and strength. Administration also requires an intuitive ability to grasp unique tactical, operational, or strategic situations and a creative ability to devise qualitative sustainment through planning, policy, and execution.

❖ MISSION

Marine Corps administration ensures the availability of trained, qualified personnel by planning, coordinating, and executing administrative processes in order to facilitate accomplishment of the commander's mission across a range of military operations. Additionally, administration enhances the commander's ability to enforce good order and discipline and increase individual and unit morale through the administration of family readiness and QOL programs for Marines, Sailors, and their families and the civilian workforce.

❖ PRINCIPLES OF ADMINISTRATIVE SUPPORT

Seven principles that establish a foundation for effective and efficient administrative support are as follows:

- Responsibility—The commander is ultimately responsible; however, individual Marines, the chain of command, and the supporting administrative community all have roles in ensuring unit and individual administrative readiness.

- Responsiveness—Through proactive planning and shaping, administrators provide support to operations that align with warfighting and maximizes personnel readiness.
- Timeliness—Timely administrative action ensures decision makers have access to relevant personnel information and analyses that support current and future operations.
- Accuracy—Accurate information is critical to mission accomplishment. Inaccurate administrative information may adversely affect commanders' decisions, which can negatively affect individuals and their families' QOL.
- Integration—All elements of administrative support (i.e., tasks, functions, systems, processes, and organizations) must be synchronized with Marine Corps operational missions to ensure unity of purpose and effort to accomplish the mission.
- Sustainability—Administration provides continuous support to ensure the readiness of units, individuals, and family members. Effective administration enhances an individual's intrinsic motivation to contribute to the success of the mission and reinforces the extent to which an individual identifies with the unit's mission and goals.
- Efficiency—Streamlined administrative processes minimize the workload placed on individuals while empowering leaders at the lowest level.

❖ LINES OF OPERATION

Marine Corps administration consists of actions executed across specific lines of operation (LOOs) at all levels of warfare (strategic, operational, and tactical) and force postures (peacetime, contingency, and wartime). When viewing personnel administrative tasks through the operational lens, the LOOs establish a connection or relative value between routine administrative actions and their impact on mission accomplishment.

Figure 1-1 illustrates the application of these lines to an administrative task.

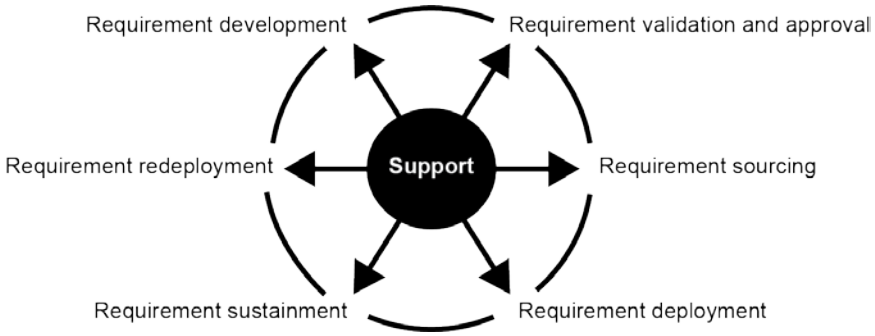


Figure 1-1. Administrative Lines of Operation.

Note: The term "requirement" refers to the systems, capabilities, and personnel necessary to meet the joint force commander's operational requirements and Service-specific (United States Code, Title 10, *Armed Forces*) responsibilities supported by administrative processes.

Within the administrative LOOs—

- Requirement development is any action that results in the identification of a requirement and is associated with the formal planning processes.
- Requirement validation and approval refers to any process or action by which an appropriate authority analyzes a requirement to determine the likelihood that it will produce the intended results.
- Requirement sourcing is a process or action that fulfills the stated demand of a valid and approved requirement.
- Requirement deployment is a process or action that delivers an identified sourcing solution to the location of intended employment or point most likely to produce the intended results.
- Requirement sustainment is a process or action that maintains or enables prolonged operations until successful accomplishment or revision of the mission.
- Requirement redeployment is a process or action that regenerates and reintegrates the force to transition or prepare the organization or individual to assume a follow-on mission or assignment.

The perpetual process that ties the cycle together is support. Support is an action that directly or indirectly contributes to the mission by facilitating all LOOs.

Table 1-1 depicts some tasks as applied to the LOOs. It is not an inclusive list of Marine Corps administration requirements.

Table 1-1. Examples of the Administrative Lines of Operation.

	Military Awards	Marine Staffing Process	Civilian Position Description Management	Marine Performance Evaluation	Military Pay and Entitlements
Development	Receive draft award from recommending official.	Mission analysis identifies the need for a different MOS. SMEs recommend a change. Commanding officer approves. TOECR is drafted and staffed.	Supervisors review PDs with employees to ensure each PD accurately reflects the job requirement. If additional responsibilities have been assigned to an employee, the PD is updated to reflect any changes.	Rating official reviews billet description and accomplishments with Marine. Rating official writes report.	As applicable, a change to a Marine's status occurs (e.g., primary duty location, number of dependents) and is adequately communicated to personnel administrators.

Table 1-1. Examples of the Administrative Lines of Operation Continued.

	Military Awards	Marine Staffing Process	Civilian Position Description Management	Marine Performance Evaluation	Military Pay and Entitlements
Validation and Approval	Compare to orders/directives for proper formatting, organize awards board, and seek decision for approval.	TOECR is verified as being in compliance with orders/directives and endorsed by the chain of command. Marine Corps occupational field managers, manpower analysts and planners, and affected stakeholders review TOECR. Total Force Structure Division approves TOECR.	PD is routed for reclassification due to additional responsibilities. Grade increases must be supported by the budget and require a TOECR submission.	Rating official ensures compliance with orders/directives.	Change of status is compared to applicable orders/directives and entered into the personnel system. Approving official conducts certification.
Sourcing	Print and prepare award for presentation.	TOECR is entered into staffing systems, inventory is shaped to match adjustments. Staffing goal is assigned, Marine is issued orders.	Employee is found qualified for PD.	Marine is provided a copy of the report.	Pay records are adjusted due to the change of status.
Deployment	Deliver for presentation at appropriate ceremony.	Marine reports for duty.	Employee is assigned to adjusted PD.	Marine understands strengths and weaknesses. Report is submitted to official personnel file.	Marine receives correct pay and entitlements.

Table 1-1. Examples of the Administrative Lines of Operation Continued.

	Military Awards	Marine Staffing Process	Civilian Position Description Management	Marine Performance Evaluation	Military Pay and Entitlements
Sustainment	Recognize recipient for achievement, which enhances morale and retention and furthers combat power. Update recipient's official military personnel file.	Marine has necessary skills to contribute to and enhance mission effectiveness. Upon completion of tour, replacement Marine (based on modified staffing documents) is transferred to the command and incumbent Marine executes transfer to follow-on assignment.	Compensation matches level of responsibility, which enhances employee retention, motivation, and contributions to the mission.	Marine is held accountable for performance. Promotion board reviews achievements and selects the best qualified candidate, which enhances mission effectiveness. Marine improves on identified weaknesses, which also enhances mission effectiveness.	Due to correct entitlements, Marine and family readiness is enhanced by ability to meet financial obligations. Marine is able to focus on the primary mission without distraction of incorrect pay, thus advancing combat effectiveness.
Redeployment	Ensure copy is filed, update tracker, and refine process, if required.	Manpower officer coordinates review of requirement.	PD reviews continue.	Rating official continues performance feedback in preparation for next report.	Feedback reports analyzed to ensure proper entitlements were affected. Process is reviewed for potential improvements.

LEGEND

MOS	military occupational specialty	SME	subject matter expert
PD	position description	TOECR	table of organization and equipment change request

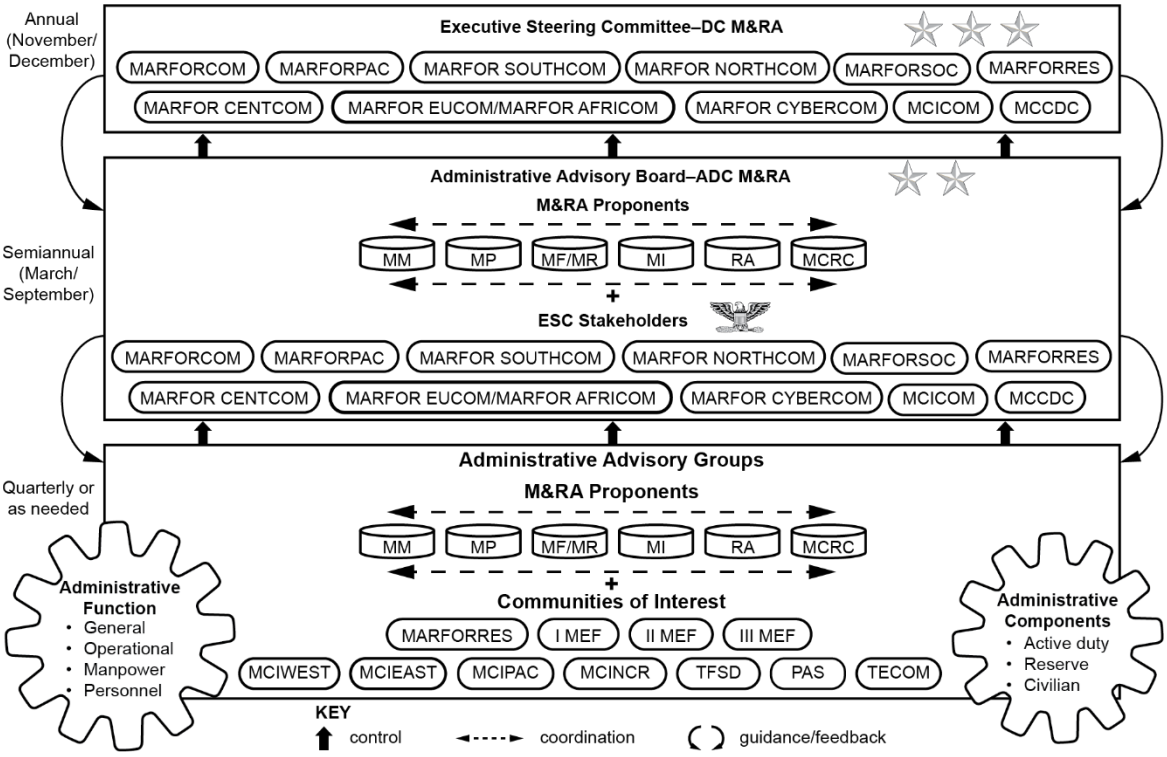
❖ ADVOCACY

The Deputy Commandant (DC) for Manpower and Reserve Affairs (M&RA) is the functional advocate for the Marine Corps administration and is responsible for the execution of the human resource development process by planning, directing, coordinating and managing the following:

- Manpower assignment, planning, programming, and budgeting policies.
- Manpower information systems.
- Military and civilian manpower management and administration.
- Equal opportunity policies, programs, and activities.
- Civilian personnel human resource management, and policy.
- Individual Marine and family programs.
- Semper Fit and Exchange services.

- Assignment and distribution of Reserve military assets.
- Wounded Warrior Regiment.

The M&RA advocacy, as outlined in figure 1-2, synchronizes the actions of the administration from the strategic to the tactical level. Information sharing ensures accurate and holistic decisions that affect the entire administrative enterprise.



LEGEND

ADC	assistant deputy commandant	MCINCR	Marine Corps Installations National Capital Region
ESC	executive steering committee	MCIPAC	Marine Corps Installations Pacific
MARFOR AFRICOM	Marine Forces Africa Command	MCIWEST	Marine Corps Installations West
MARFOR CENTCOM	Marine Forces Central Command	MCRC	Marine Corps Recruiting Command
MARFORCOM	Marine Forces Command	MEF	Marine expeditionary force
MARFOR CYBERCOM	Marine Forces Cyber Command	MF	Marine and Family Programs Division
MARFOR EUCOM	Marine Forces European Command	MI	Manpower Information Systems Division
MARFOR NORTHCOM	Marine Forces Northern Command	MM	Manpower Management Division
MARFORPAC	Marine Forces Pacific	MP	Manpower Plans and Policy Division
MARFORRES	Marine Forces Reserve	MR	Business and Support Services Division
MARFORSOC	Marine Forces Special Operations Command	PAS	Personnel Administration School
MARFOR SOUTHCOM	Marine Forces Southern Command	RA	Reserve Affairs
MCCDC	Marine Corps Combat Development Command	TECOM	Training and Education Command
MCICOM	Marine Corps Installations Command	TFSD	Total Force Structure Division
MCIEAST	Marine Corps Installations East		

Figure 1-2. Manpower and Reserve Affairs Advocacy.

Chapter 2
Functions and Components of Administration

To classify the nature and focus of support provided, administration is categorized into four functions and three components. The four functions of administration are general, operational, manpower, and personnel. Each function has separate focal points. The three components of administration are the Active Component (AC), the Reserve Component (RC), and the civilian component. Each function of administration can be applied to each of the three components.

Note: Contracting offices support civilian contractors.

At each level of warfare, the functions of administration are accomplished through multiple billets operating simultaneously. An individual typically does not perform every task that falls under a given functional area. Personnel serving in billets perform the functions of administration at the different levels of warfare, which are not necessarily hierarchical. Chapter 3 addresses notional examples of the specific roles, responsibilities, and tasks of billets and organizations, which interconnect to provide the four functions throughout the three components of administration. Figure 2-1 depicts the interrelationship of the functions and components of administration.

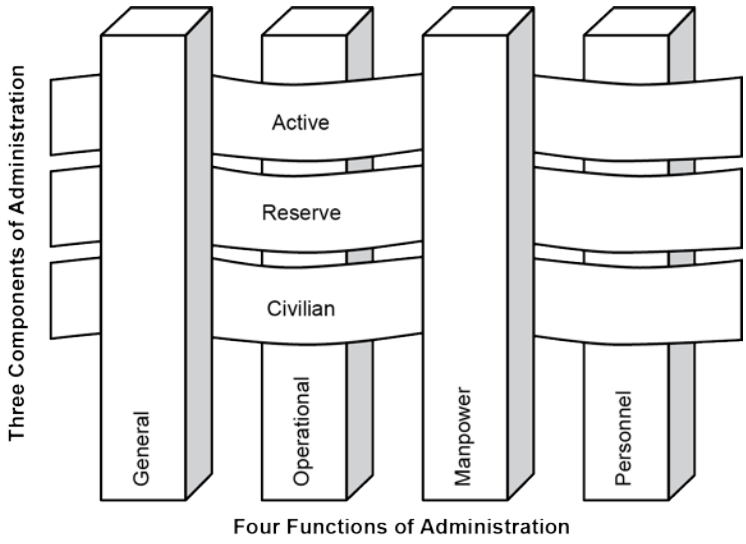


Figure 2-1. Interrelationship of the Functions and Components of Administration.

❖ FUNCTIONS OF ADMINISTRATION

Certain functions of administration are retained by headquarters or performed by separate staff sections or organizations. Aspects of each function are performed, in some manner, at every level of the command. Additionally, a single administrator may conduct several different functions of administration in a single job. Experience level, workload, organizational structure, and level of detail determine which administrators perform which functions. Overlap and redundancy without losing efficiency are necessary.

GENERAL ADMINISTRATION

All levels of command perform general administration. General administration consists of basic organizational techniques and workflows and provides the foundation for other functions of administration. General administration also encompasses a variety of responsibilities that directly support the commander but are not classified under operational, manpower, or personnel administration. These responsibilities contribute to the welfare and recognition of Marines and civilian Marines, and enhance the commander's ability to enforce good order and discipline throughout the command.

General administration responsibilities include, but are not limited to, the following:

- Processing naval correspondence.
- Managing casualty assistance procedures.
- Maintaining the records management program:
  - Correspondence files.
  - Orders.
  - Bulletins and other publications.
- Managing the awards program.
- Sharing responsibility for the temporary additional duty (TAD) travel orders process.
- Supervising postal affairs.
- Managing performance evaluations.
- Performing security management.
- Conducting the legal administration of disciplinary matters.
- Overseeing, coordinating, or providing Marine Corps Community Services (MCCS)/personnel services and the personal/family readiness program.

OPERATIONAL ADMINISTRATION

Operational administration is one of the four functions that primarily deals with planning, coordinating, or executing emergent personnel assignments in response to requirements of a temporary or immediate nature. This includes administrative requirements directly linked to operational requirements and synchronizes administrative planning support to long-term and near-term operations.

Operational administration is critical to ensuring administrative support across the range of military operations and conducted in all operating environments and force postures. Operational administration is the process of supporting the employment of a Marine Corps force, in concert with the needs of the operational mission, through human resources.

The responsibilities of operational administration include, but are not limited to, the following:

- Conducting crisis and deliberate planning for personnel matters.
- Advising on the preparation of staffing documents of augmented or ad hoc headquarters staffs and nonstandard units in response to operational requirements.
- Managing individual augmentation to source validated requirements.
- Managing casualty reporting and analysis.
- Conducting and coordinating casualty estimates and combat replacements.
- Ensuring the processing and reporting of evacuees during military operations and noncombatant evacuees in noncombatant evacuation operations, as appropriate.
- Coordinating personnel reception center plans and execution.
- Conducting unit personnel strength reporting.
- Conducting individual rotation planning and advising on unit rotation policies.

MANPOWER ADMINISTRATION

Manpower administration ensures the optimal allocation of human resources throughout the command or unit, with a focus on permanently assigned personnel. It includes the comprehensive development and integration of manpower solutions to meet requirements through detailed coordination with all sources of manpower, such as active duty and reserve personnel (of all Services), the civilian workforce, and contractors (as coordinated by contracting agencies).

The responsibilities of manpower administration include, but are not limited to, the following:

- Managing personnel assignments, operating levels, and staffing and developing sourcing solutions for permanent manpower requirements.
- Advising on the implications of manpower requirements, including reorganization and new initiatives.
- Maintaining and administering enterprise-wide requirements tracking systems.
- Coordinating the command sponsorship program.
- Coordinating and managing recruiting and retention requirements and integrating planning efforts to meet long-term manpower goals.
- Coordinating with specialists and subject matter experts (SMEs) to ensure alignment with occupational- and/or job-based goals and availability, while balancing overall organization-wide priorities.
- Performing personnel readiness analysis and reporting.

PERSONNEL ADMINISTRATION

The research, entry, and certification of personnel actions and records include elements that affect pay and the contents of personnel records as well as official personnel files.

Personnel administration responsibilities include, but are not limited to, the following:

- Maintaining electronic personnel and pay records.
- Managing reassignment (permanent duty) travel.
- Issuing meal cards.
- Affecting deployment-specific entitlements and related support.
- Managing accession and separation actions.
- Supervising personnel record maintenance and audits.
- Managing identification cards.

Personnel administration matters can be processed at the different levels (or echelons) by the individual, small unit leadership, the battalion/squadron (or equivalent), various installation organizations, or Headquarters, United States Marine Corps (HQMC). Table 2-1 outlines personnel administration at different levels and echelons.

❖ COMPONENTS OF ADMINISTRATION

The functions of administration are components that are applied across the active, reserve, and civilian components; however, the processes for executing general, operational, manpower, and personnel administration differ.

Marine Corps personnel administration is a total force concept. Service records and the Marine Corps Total Force System (MCTFS), or unit diary, are common to both AC and RC Marines. All unit diary-related transactions for MCTFS require source documentation from the individual or the unit commander.

The major components of unit diary reporting include, but are not limited to, the following:

- Unit joins.
- Pay and allowances.
- Promotions.
- Reductions.
- Legal.
- Separations.
- Appellate leave.
- TAD.
- Personnel tempo.

Table 2-1. Levels and Echelons of Personnel Administrative Support.

Levels of Personnel Administrative Support	Echelons of Personnel Administrative Support
Organizational: Performed at the small unit level or below by nonadministrators.	First: Basic actions performed by an individual Marine or employee with the assistance of a noncommissioned officer, staff noncommissioned officer, or supervisor (such as a review of personnel records, pay, and initiation of personnel action requests). Second: Company/officer in charge/supervisor-level administration member oversees impacts to the Marine or employee and endorses requests, if applicable.
Intermediate: Performed by organic, unit-level administrative staff.	Third: Administrators at the unit level, such as the squadron-/battalion-level S-1s (or equivalent), provide oversight to administrative processes and certification, as required. Unit level administrators also oversee command programs such as promotion, retention, legal/discipline, and reduction or separation process, as applicable. Additionally, unit administrators inform individuals and leaders of the support and services available from the installation and ensure the timely delivery of information or documents, as required. Fourth: Administrators above the immediate unit level (such as group/regimental S-1s and personnel officers or the servicing human resources office) review and staff correspondence (and requests, if applicable), conduct system research, and provide close interaction with fifth echelon support.
Installation: Performed at installation organizations—except in cases where decentralized, unit level personnel administration is authorized. Entry into official personnel records or data systems occurs, such as the unit diary of total force system data, as substantiated by required documentation, if applicable. For deployed forces, reachback administration captures data elements as passed to the installation from embedded or deployed administrative assets.	Fifth: Personnel administrators perform final adjudication and processing of personnel actions at the unit level personnel administration section (if so equipped), installation personnel administration center, or regional civilian human resource service center; if applicable. In the case of military personnel administration, examples include service record forms, audits, transfers, individual pay accounts, entitlements, and allowances. Civilian actions include the final submission of the classification of a job series and the grade for a position description as well as recruitment actions and assistance in entitlements, allowances, benefits, and retirement-related issues.

- Permanent change of station or assignment.
- Travel.
- Humanitarian TAD/transfer by service record.
- Timeliness management report.
- Unit diary feedback report processes.

These processes are driven by the enterprise-wide total force administration initiative that, in addition to consolidating resources, transition Marine Corps pay and personnel administration to a predominantly self-service, virtually paperless, web-based environment. However, due to the unique nature of independent duty, decentralized, unit-level personnel administration is still maintained for reserve units (active duty inspector-instructor staffs), Marine Corps districts, and other specific units.

Due to the unique requirements of the civilian workforce, administration for the civilian workforce, particularly for personnel administration, must often occur through distinct systems and processes.

ACTIVE COMPONENT

In specific areas, AC administration applies to Reserve Marines designated as Active Reserve (AR) and Reserves serving on active duty. However, the AR officer and enlisted assignments are conducted by the Reserve Affairs Division (code RA) vice the Manpower Management Division (code MM). Processes unique to AC Marines include, but are not limited to, the following:

- Applicable personnel administration functions serviced by an installation personnel administration center (IPAC). The IPACs service most units and assigned AC Marines, unless specified otherwise.
- Marine Corps M&RA coordinates AC officer and enlisted assignments.
- Permanent change of station or permanent change of assignment between units, transfers, orders, and entitlements.
- Under a stop loss policy, administering the involuntary extension of active duty past obligated active service periods.

RESERVE COMPONENT

The mission of the RC is to augment, reinforce, and sustain the AC with trained units and qualified individuals in times of war or national emergency and/or other times as required for national security. Charged with providing the means for rapid expansion of our Corps in the event of a national emergency, the Marine Corps Reserve provides operational and strategic capability in the form of both units and individuals.

Within each of the four functions of administration, there are tasks unique to the RC. Tasks performed by the RC include, but are not limited to, the following:

- Using the Marine Reserve order writing system to process periods of active duty and off-site inactive duty training (IDT) other than initial accession training.
- Managing the active duty for operational support (ADOS) process, budget, and support of certain periods of temporary active duty.
- Conducting mobilization and demobilization of reserve personnel.
- Using the Drill Manager module to schedule and account for periods of IDT, such as drills.
- Processing Reserve Marines injured on duty for less than 31 consecutive days of active duty for line of duty medical processing using the Marine Corps medical entitlement data system.
- Conducting continual screenings as required by various laws and policies for all categories of reservists.

Periods of active duty and inactive duty include the following: ADOS, active duty for training, active duty for other than training, IDT, and other training duty as defined in the terms and definitions section of the glossary. A release from active duty occurs at the end of periods of active duty.

> Note: Reserve Component members, once activated (e.g., under activation orders), and retired Marines, if recalled, will be attached by an AC IPAC.

There are three categories within the RC. These categories are the Ready Reserve, Standby Reserve, and Retired Reserve. Each member of the RC is assigned to one of the following categories.

Ready Reserve

The Ready Reserve consists of the Selected Reserve and the Individual Ready Reserve (IRR). Members of the Ready Reserve are subject to immediate active duty mobilization during times of war or national emergency.

There are four categories of the Selected Reserve: the AR, the Selected Marine Corps Reserve (also referred to as SMCR), individual mobilization augmentees (IMAs), and initial active duty for training:

- Members of the AR are on full time active duty, providing support to the RC, and are subject to many of the AC administration processes. Reserves affairs personnel management administers the assignment of AR personnel.
- Selected Marine Corps Reserve Marines are members assigned to reserve units within Marine Forces Reserve (MARFORRES) and are administered to by their parent reserve unit.

- IMAs are reserve Marines assigned to active duty units and are administered to by their parent active duty unit.

- Marines undergoing initial accession training are initial active duty for training Marines.

The IRR is a Service manpower pool. The IRR is composed of individuals who have completed training, served previously in the AC or Selected Reserve, and are available for mobilization. The IRR Marine may have completed or not completed their military service obligation or have completed their military service obligation but wish to maintain their Service affiliation without being assigned to a Selected Reserve billet (Selected Reserve billets have mandatory participation requirements). The IRR members are administered to by MARFORRES.

Standby Reserve

The Standby Reserve consists of the active-status list (ASL) and inactive-status list. Individuals in active or inactive status are not required to train and are not members of units; however, they are mobilized to fill manpower requirements for specific skills as needed in the event of a national emergency.

Marines on the Standby Reserve ASL do not receive pay or travel allowances. Standby Reserves are eligible to be recalled to active duty in time of war or national emergency if the Secretary of the Navy (SECNAV), with the approval of the Secretary of Defense, determines not enough qualified Ready Reserve Marines are available in the required categories. The ASL includes the following:

- Marines designated as key federal employees to prevent conflicts between emergency manpower needs of civilian activities and the military during mobilization.
- Marines temporarily assigned due to hardship and eventually intend to return to the Ready Reserve.
- Marines prevented from participating in training on a regular basis as determined by SECNAV and Commandant of the Marine Corps (CMC).

Marines on the Standby Reserve inactive-status list are not eligible to participate in Marine Corps activities in either a unit or individual capacity. They are also not eligible to receive pay, retirement credit, or be considered for promotion, and they are not accountable for the purposes of end strength or controlled grades.

Retired Reserve

The Retired Reserve denotes Marines approved for retirement, as administered by HQMC. The Retired Reserve includes Marines who fall into the following categories:

- Retired Reserve awaiting pay—Reservists who have completed at least 20 qualifying years of combined active and reserve service and who have requested transfer to the Retired

Reserve. When the reservist reaches age 60 (or, if applicable, a reduced age eligible to receive retired pay) retired pay commences upon application by the member.

- Retired Reserve in receipt of retired pay—Reservists who have completed at least 20 years of qualifying service, are at age 60 (or reduced retirement age eligibility, as applicable), and have applied for and are receiving retired pay.
- Reserve active duty retirees—Reserve Marines who have completed at least 20 years of active duty service for retirement pay and are approved for an active duty retirement.
- Reserve retirees physical disability—Retired Marines based on a physical disability in accordance with Department of Defense Instruction 1332.18, *Disability Evaluation System (DES)*.

Notes:

1. The regular retired list is not part of the Retired Reserve. They are officers who have completed at least 20 years of active duty for retirement pay and enlisted members who have completed a total of 30 years of combined active and Fleet Marine Corps Reserve (FMCR) service. They are maintained separately for mobilization purposes, as many laws and policies differ for mobilization of RC retirees. Retired regular officers and enlisted are not part of the total Reserve manpower as currently defined by statute.

2. The FMCR is not a singular part of the AC or RC in itself, but consists of AC and RC enlisted personnel who have completed 20, but less than 30, years of active service and are receiving retainer pay. After 30 years of service and upon SECNAV approval, members of the FMCR are transferred to the retired list. The FMCR is described in United States Code, Title 10, *Armed Forces* for mobilization purposes.

CIVILIAN COMPONENT

The civilian component of administration encompasses organizing, directing, supervising, and planning for the civilian workforce, (Federal Civil Service). The relationship between employees, supervisors, commanders, and other supporting administrators is essential to ensuring effective support to employees and the mission. Administrators typically include a human resources office (HRO) and civilian human resources office (CHRO), and in some cases, a civilian manpower officer. The civilian manpower officer is assigned to the G-1/S-1 for MCCS nonappropriated funds (NAF) employees, which includes the MCCS human resource department. Regardless of which administrator or organization is providing support, communication and coordination remain essential. Civilian component administration ensures compliance with applicable policies while shaping the workforce to meet requirements.

The specific terms and processes applied to civilian administration include, but are not limited to, the following:

- Organizational management services that include planning and facilitating structure changes through the analysis of mission requirements, drafting and updating position descriptions, and coordinating position classification by occupational series and grade.
- Recruitment and employment actions include the following:
  - Developing and implementing recruitment strategies to announce job vacancies and to identify and select the most qualified applicants.
  - Conducting pay setting, step increases, promotions, and accretions of duty.
  - Processing personal and performance awards.
  - Coordinating work schedules.
  - Processing personnel actions such as entitlement maintenance, retirement, and leave management.
  - Conducting performance appraisals, performance management, disciplinary actions, and coordinating civilian drug testing.
- Workforce development services that address mandatory and voluntary training for employees and supervisors, civilian leadership development, academic degree programs, and other professional development and centrally-managed programs.
- Employee and management relations support equal employment opportunity (EEO), employee performance management, labor relations, and dispute and grievance resolution, etc.

Due to the interrelationship of civilian manpower and budget requirements, coordination with the installation's comptroller is necessary.

Chapter 3
Roles and Responsibilities of Administration

This chapter describes organizations, affiliations, and notional billet descriptions as they relate to the field of administration. This is not a comprehensive listing and, due to variations in the availability of administrative personnel and resources, mission of the organization, and requirements, it should not be considered authoritative. Actual billets may vary in title and in responsibility between commands.

❖ Deputy Commandant for Manpower and Reserve Affairs

The DC M&RA department assists the CMC by planning, directing, coordinating, and supervising both active and reserve forces and provides the CMC with expertise on manpower and personnel policy issues, such as assignments, family readiness, and QOL. The DC M&RA also coordinates, improves, and monitors the end-to-end performance of the human resource development process. The mission of the human resource development process is to provide commanders with qualified Marines, in the right place, at the right time, with the right skills, using a disciplined process. The DC M&RA also provides occupational field (OCCFLD) managers for many military occupational specialties (MOSs) including administrators in the 01 OCCFLD and senior leaders for several civilian Marine communities of interest. The M&RA department includes the following:

- Manpower Management Division (code MM).
- Manpower Plans and Policy Division (code MP).
- Marine and Family Programs Division (code MF).
- Business and Support Services Division (code MR).
- Wounded Warrior Regiment (code WWR).
- Reserve Affairs Division (code RA).
- Manpower Information Systems Division (code MI).
- Financial Management Office (code MB).

Manpower Management Division

The Manpower Management Division (code MM) is responsible for functions relating to commissioned officers, warrant officers, and enlisted personnel of the Marine Corps

Active and Reserve Components, unless otherwise specified. The Manpower Management Division tasks include the following:

- Personnel assignments (AC only).
- Separations and retirements.
- Selections and promotions.
- Performance evaluation and review.
- Career counseling and planning (active duty only).
- Personnel retention (active duty only).
- Official military personnel file management.
- Permanent change of station entitlements.
- Military awards.
- Force augmentation.
- Senior leader management.

MANPOWER PLANS AND POLICIES DIVISION

The Manpower Plans and Policies Division (code MP) is responsible for determining comprehensive manpower needs, while preparing plans, policies, programs, and instructions on manpower matters to facilitate the Commandant's policies and decisions. Additional responsibilities include formulating Marine Corps force manpower and mobilization plans in conjunction with working closely with external agencies and the Office of the Secretary of Defense on issues pertaining to personnel and manpower policy development, both military and civilian. Specific functions of the Manpower Plans and Policies Division include the following:

- Analyzing the inventory of Marine Corps military and civilian manpower and formulating policy to shape the inventory to meet requirements.
- Developing a military and civilian manpower policy.
- Preparing the military manpower budget estimate with a proposed cost and justification.
- Maintaining liaisons with external agencies regarding manpower matters and administering and coordinating overall productivity improvement and total quality leadership efforts for the Marine Corps.
- Developing manpower plans and programs for the accession, classification, promotion, and retention of AC personnel.
- Developing civilian personnel programs and policies and providing guidance and oversight to operational CHROs.

BUSINESS AND SUPPORT SERVICES DIVISION

The Business and Support Services Division (code MR) is responsible for providing Service policy and resources to support commanders in executing quality programs, which enhance the

operational readiness, warfighting capabilities, and QOL for Marines, Sailors, and their families, retirees, and civilians. The division also performs some direct support functions necessary for the execution of business operations:

- Exchange activities (e.g., the Marine Corps exchange, package store).
- Golf courses and pro shops, bowling, marinas, stables, and other recreational facilities.
- Clubs and snack bars.
- Temporary lodging facilities, cabins, and cottages.
- Equipment rental.
- Theaters.
- Auto skills, wood and carpentry, ceramics, and other hobby centers.
- Tactical field exchange.
- Revenue generating recreation activities.
- Operations supporting HQMC code MF, code MR, and installations.

MARINE AND FAMILY PROGRAMS DIVISION

The Marine and Family Programs Division (code MF) is responsible for providing Service policy and resources to support commanders in executing quality personal and family programs that enhance the operational readiness, warfighting capabilities, and QOL for Marines, Sailors, their families, retirees, and civilians. It also performs some direct support functions that are necessary for program execution. Such programs include the following:

- Family readiness:
  - Marine Corps family team building.
  - Unit, personnel, and family readiness.
  - Volunteer Management Program.
- Behavioral health:
  - Combat operational stress control.
  - Community counseling program.
  - Family advocacy program.
  - Marine intercept program.
  - Embedded preventive behavioral health capability.
  - Suicide prevention program.
  - Substance abuse program.
  - Drug demand reduction program.
  - Research and program evaluation.
  - Marine awareness and prevention integrated training.
- Sexual assault prevention and response:
  - Research.
  - Program development.

- Program implementation.
- Centralized defense sexual assault incident database management.
- Policy and compliance.
- Family member employment assistance program.

- Family care:
  - Exceptional family member program.
  - School liaison program.
  - Children and youth program.
- Personal and professional development:
  - Voluntary education program.
  - Marine for life network.
  - Transition readiness program.
  - Personal financial management program.
  - Library program.
  - Family member employment assistance program.
  - Information and referral with relocation program.
  - Leadership scholar program.
- Military personnel services:
  - Casualty assistance.
  - Defense Enrollment Eligibility Reporting System (also referred to as DEERS).
  - Personal property claims.
  - Postal.
  - Voting assistance.
- Semper Fit:
  - Adult sports (intramural, varsity, and all-Marine).
  - Competitive events and race series.
  - Community-wide special events.
  - Community centers.
  - Directed outdoor recreation.
  - Fitness centers.
  - High intensity tactical training.
  - Health promotion and wellness.
  - Military aquatic training.
  - Morale, welfare, and recreation (MWR) deployment support.
  - Outdoors recreation equipment checkout/rental.
  - Parks, trails, picnic areas, and playgrounds.
  - Recreational swimming (pools, guarded open water).
  - Recreation centers.

- Single Marine program.
- Unit recreation.
- Youth sports.

WOUNDED WARRIOR REGIMENT

The Wounded Warrior Regiment reports directly to the DC M&RA. The regimental headquarters, located in Quantico, Virginia, commands the operation of multiple globally-located detachments and two wounded warrior battalions, which includes major military treatment facilities and the Department of Veterans Affairs poly-trauma rehabilitation centers. The Wounded Warrior Regiment is committed to the recovery and success of Marines assigned to the regiment, that remain with a parent unit, or that have already transitioned to civilian life. The Wounded Warrior Regiment keeps faith with Marines by providing support with clinical care for Marines. Regardless of location, services are available to active duty, reserve, and veteran Marines and their families. Some of the support services provided includes—

- Clinical care advocates.
- Licensed clinical social workers.
- Registered nurses.
- Nurse practitioners.
- Physician's assistants.

RESERVE AFFAIRS DIVISION

The Reserve Affairs Division (code RA) assists the CMC in achieving an operational RC that is fully integrated into the total force, which includes the following functions:

- Directing and coordinating Reserve manning, staffing, personnel assignments, and career development.
- Developing plans and incentives to support reserve recruiting and retention efforts.
- Developing and supporting Reserve resource strategies to ensure adequate manpower funding, facilities, support, and concurrent fielding plans for compatible and interoperable equipment.
- Establishing Reserve personnel management policies and plans to meet the operational requirements of MARFORRES.
- Supporting the RC in accomplishing its assigned missions.
- Managing the AR program.
- Overseeing the management of the IMA program.

MANPOWER INFORMATION SYSTEMS DIVISION

The mission of Manpower Information Systems Division (code MI) provides the DC M&RA with the staff assistance necessary to plan, develop, control, integrate, and enhance manpower information systems for both garrison and expeditionary environments. The Manpower

Information Systems Division also manages functions pertaining to personnel administration, which include the following:

- Planning the strategic direction of manpower information systems within the manpower portfolio.
- Managing administrative policy, procedures, publications, and Department of Defense (DOD) manpower initiatives that are under the purview of the division.
- Providing program management for consolidated military personnel administration.
- Managing and integrating the Marine Corps' current and future military human resource management system standards, requirements, and capabilities while meeting the Office of the Secretary of Defense standards of accuracy, timeliness, and responsiveness to National Defense Authorization Act legislation, including compliance with DOD data standards.
- Providing oversight to the Marine Corps administrative analysis team, located at Marine Corps Base, Quantico, which conducts administrative analysis for installation and unit pay and entitlements.
- Providing oversight to the manpower information systems support activity and its offices in conjunction with assisting unit commanders in timely and accurate reporting, problem resolution, quality control, and retrieval of MCTFS manpower, personnel, and pay information while deployed and/or in garrison.

FINANCIAL MANAGEMENT OFFICE

The Financial Management Office (code MB) is responsible for budgeting and allocating—based on validated, prioritized, and integrated requirements—operations and maintenance appropriated funds for M&RA. The office is also responsible for obligating those funds, monitoring budget execution, maintaining financial records, reconciling fund accounts, and assisting program sponsors.

❖ MARINE CORPS COMPONENT COMMANDS

Each Marine Corps component command G-1 provides a link between HQMC and the Marine Corps operating forces, as well as to adjacent Service components and the combatant commander.

Each Marine Corps component command G-1 provides operational support through administrative plans, coordinating the sourcing of requirements as assigned, conducting analysis in support of decisions, and providing situational awareness of personnel readiness in support of the combatant commander's and operating forces' requirements. As an inherent part of the United States Code, Title 10, *Armed Forces*, each Marine Corps component command G-1 has the responsibility to staff, train, and equip Marine Corps forces for combatant commanders. See Marine Corps Warfighting Publication 7-10, *Marine Corps Componency*, for detailed information.

❖ MARINE CORPS OPERATING FORCES

In the Marine Corps operating forces, administration consists of various elements of all four functions of administration and includes actions in all phases of the administrative LOOs. As within the organization of the Marine air-ground task force (MAGTF), administration is tailored and scalable within the Marine Corps operating forces to meet mission requirements. Size, location, mission, administrator staffing, and unit type determine the forward presence of, or reachback capability to, administrative support in each of the functions of administration.

For example, a garrison at a local servicing IPAC can provide in-person support. Once deployed, the unit can reachback for administrative support or employ the same IPAC as the deployed headquarters to conduct reachback administration with a single IPAC. It may even leverage a personnel administration liaison detachment that may be forward deployed. Alternatively, inspector-instructor staffs at Marine Corps forces reserve units may be directly responsible for personnel administration of Marines assigned. These units function to a great degree like an IPAC.

Nonadministrators in the Marine Corps operating forces are increasingly empowered to conduct various aspects of their own administration, such as generation and submission of fitness reports, updating morning reports, initiating awards, reporting certain training data, and the self-reporting of personal information.

Administration exists to support individuals and operations. While the impact of administration cannot be overstated, current and future environments suggest individually-focused administrative recordkeeping—i.e., portable devices—and leveraging technology help to provide efficiency. Individuals are able to ensure pertinent documentation is processed and personnel actions are completed by updating personal information directly. Within regulations, the ability to adapt administrative support structures and procedures to changing situations, missions, and concepts of operations ensures support to the operational forces.

❖ SUPPORTING ESTABLISHMENT

Administration in the supporting establishment provides support to the Marine Corps operating forces and allows for streamlined MAGTF deployment postures by consolidating resources, specifically in the functional area of personnel administration.

At major installations, IPACs, in coordination with the commander's organic administrative support staff, are the focal point for the conduct of personnel administration for assigned Marines. The IPACs provide personnel administrative support and services to Marines, Sailors, and family members by ensuring military personnel, records, and military pay accounts are accurate and properly maintained. These services enable commanders to focus on other mission essential tasks by delegating responsibility for designated administrative requirements to the IPAC.

> Note: The IPAC services to Sailors include initial join entry into MCTFS line and personnel tempo tracking. A Sailor's primary support is from the Navy personnel support detachment.

The following subparagraphs detail the exceptions to the consolidated IPAC construct.

MARINE CORPS DISTRICTS

By virtue of their unique mission and locations, Marine Corps districts conduct personnel administration at the district headquarters level. The Marine Corps district administrative section functions like an IPAC for its subordinate recruiting stations.

Standalone support detachments and certain training and education schools' administrative detachments are directly responsible for personnel administration to the Marines assigned.

Within MARFORRES, the IPAC provides support for assigned AC, AR, IRR, and Standby Reserve Marines. Inspector-instructor staff administrators of each unit conduct administration for Marines within MARFORRES.

DEPLOYMENT PROCESSING CENTER

The Deployment Processing Center offers support services to both unit and individual reserve mobilizations and demobilizations.

NAVY PERSONNEL SUPPORT DETACHMENT

On Marine Corps installations, the tenant Navy Personnel Support Detachment provides personnel administration for Sailors and functions much like the IPAC by consolidating support and using reachback technologies.

CIVILIAN HUMAN RESOURCES OFFICE

The CHRO provides human resources SMEs, administers core human resources' programs, and provides advisory and processing services for civilians at supported commands.

MARINE CORPS COMMUNITY SERVICES HUMAN RESOURCES

The MCCS HRO provides human resources support for MCCS employees governed by NAF regulations.

> Note: The MARFORRES has consolidated HRO functions, which includes NAF.

❖ COMMANDERS

As the authoritative source, Marine Corps commanders are responsible for ensuring their commands are administratively prepared for deployment. Personnel administrative support operations facilitate mission accomplishment across all warfighting functions and support operations. Commanders assist with effective administration and reachback processes by establishing a consistent, integrated exchange of information between the command and the servicing personnel administration section. Commanders may delegate authority for

administrative matters to designated subordinates; however, they inherently retain responsibilities that include, but are not limited to, the following:

- Accounting for all Marines, Federal Civil Service employees, and other Service members under their command.
- Signing all documents that establish command policy.
- Signing appointment letters, as required.
- Attending to legal matters:
  - Convening courts-martial.
  - Signing confinement orders.
  - Conducting nonjudicial punishment.
  - Signing service record counseling entries.
  - Approving or recommending administrative separations.
  - Convening competency review boards.
  - Approving appellate leave.
  - Signing absentee and deserter reports.
- Approving proficiency and conduct marks.
- Approving promotion recommendations.
- Ensuring IPAC-reportable entries and source documents are forwarded to IPAC in a timely manner.
- Recommending reenlistments.
- Approving or recommending special leave accrual.
- Endorsing waivers of indebtedness.
- Ensuring supervisors of the civilian workforce comply with applicable administrative requirements.

❖ INDIVIDUAL MARINES

Marines are individually responsible and accountable for their personal and family readiness requirements. They are supported by a continuous partnership between the command family readiness program, unit leaders, and the MCCS team. All Marines are required to review and update their official records and must convey changes that affect pay, entitlements, or status to the appropriate administration section or center, while also providing any supporting documentation required. A Marine's specific responsibilities include, but are not limited to, the following:

- Reviewing and updating personal information stored in automated systems.
- Reporting changes to dependency status such as marriage, divorce, separation, or other addition/loss of dependents.
- Providing updates to the record of emergency data and Servicemembers Group Life Insurance within the established timelines.

- Periodically reviewing their official military personnel file and master brief sheet for accuracy.
- Submitting leave requests (check-in from leave or check-out on leave) and surrendering meal cards, if applicable.
- Ensuring travel orders and vouchers are accurately filled out and submitted within the established timelines.
- Reporting changes to medical status and supplying supporting documentation, as required.
- Reporting changes to special duty pay or entitlements.
- Providing other certifications as required (e.g., in the case of Reserve Marines, an annual career retirement credit report).

❖ ASSISTANT CHIEF OF STAFF G-1

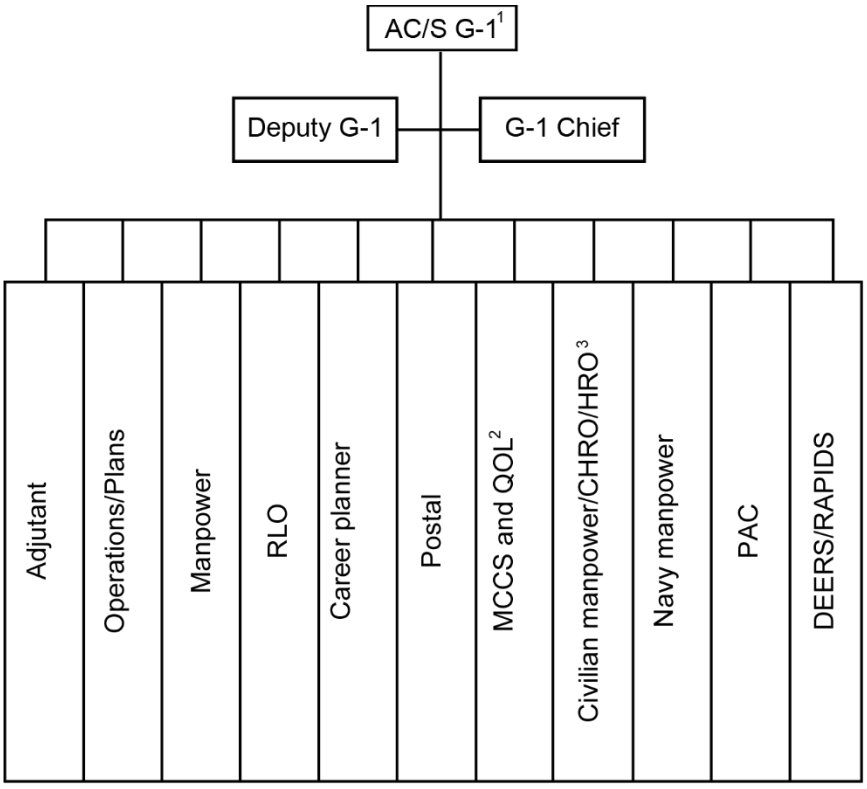
The assistant chief of staff (AC/S) G-1 is responsible for personnel administration throughout the command. The organization and certain responsibilities of the AC/S G-1 may differ depending on location, such as at the Marine Corps component command, Marine Corps operating forces, or a supporting establishment; however, the core responsibilities remain the same. The AC/S G-1 oversees administration provided by the command and ensures the coordination of support that is not organic to the command (e.g., postal, IPAC). In such cases, the AC/S G-1 must rely on relationships with the supporting organization.

> Note: The installation S-1 officer, whose roles and responsibilities mirror those of the AC/S G-1, are included in this description.

Figure 3-1 depicts a notional AC/S G-1 organization. Certain organizations may redirect various administrative functional areas from the G-1 to special staff officers (e.g., Director, MCCS at an installation); however, many command programs and QOL initiatives remain the responsibility of the G-1.

Responsibilities of the AC/S G-1 include, but are not limited to, the following:

- Overseeing all four functions of administration. Please refer to chapter 2 for function descriptions.
- Overseeing the 01 military OCCFLDs within the command: planning to maintain organizational strength, coordinating the distribution of administrators, and managing career progression.
- Developing command administration policy.
- Overseeing the IPAC, when applicable, and ensuring coordination and communication between the servicing IPAC and supported commands.
- Overseeing the Defense Enrollment Eligibility Reporting System/Real-Time Automated Personnel Identification System services.



Notes:

1. At the general staff level, responsibilities for several functions (overseen by the S-1 at subordinate commands) reside with the general's special staff. This special staff includes the staff judge advocate, communication strategy and operations officer, and protocol officer.

2. Installation MCCS responsibilities may be assigned to a special staff officer (Director, MCCS). However, commands retain responsibility for command MCCS programs (such as family readiness), QOL, and coordination of deployed support.

3. The human resources officer may be a special staff officer but may also be assigned to the installation G-1. In all cases, the office of civilian human resources maintains a close working relationship with the G-1 of the supported command.

LEGEND

DEERS	Defense Enrollment Eligibility Reporting System	**RAPIDS**	Real-Time Automated Reporting System
PAC	personnel administration center	**RLO**	reserve liaison officer

Figure 3-1. Notional G-1 Organization.

❖ G-1 CHIEF

The G-1 chief is the senior enlisted administrative advisor to the commanding general and the AC/S G-1. While the organizational responsibilities of the G-1 chief may differ depending on location, such as at the Marine Corps component command, operating forces, or a command within the supporting establishment, the core responsibilities remain the same. The G-1 chief is also the administrative advisor to the sergeant major. The G-1 chief maintains and assists the deputy AC/S G-1 in managing the tasks and distribution of personnel in the G-1 section. Responsibilities of the G-1 chief include, but are not limited to, the following:

- Serving as the personnel and administration OCCFLD sponsor for enlisted administration personnel within the command and to the major subordinate commands.
- Serving as a liaison with HQMC (code MMEA); assisting in the development of command staffing slates.
- Managing and providing input for the G-1 portion of the time-phased force and deployment data.
- Overseeing, validating, and monitoring the G-1 section budget execution.
- Overseeing the G-1 section embarkation.
- Overseeing the training requirements for all enlisted administrators in the command and major subordinate commands.

❖ G-1 ADJUTANT

The G-1 adjutant requires specialized training/instruction to be proficient and knowledgeable about current policies and directives within the functional areas and to facilitate accurate, timely, and appropriate action. The adjutant improves readiness and supports and sustains the total force by performing or overseeing specific general administration functions. The G-1 adjutant's responsibilities include, but are not limited to, the following:

- Processing naval correspondence:
  - Supervising the flow of administrative correspondence to ensure accurate and efficient command staffing of personal requests, meritorious and special board applications, HQMC programs, and other correspondence requiring chain of command endorsements.
  - Processing messages related to administration.
  - Functioning as the Privacy Act coordinator.
- Coordinating casualty assistance procedures:
  - Serving as the command SME for casualty assistance, including scheduling Casualty Assistance Calls Program officer training.
  - Monitoring and overseeing personnel casualty reports.
  - Monitoring next of kin (NOK) notification status for the communication strategy and operations officer release, as required.
  - Administering the command's casualty assistance program.

- Maintaining command official files:
  - Maintaining the directives control point.
  - Ensuring appropriate distribution of command and higher headquarters directives.
  - Coordinating electronic publishing with the information management officer.
- Managing the awards program:
  - Establishing an awards board, as directed.
  - Identifying award submission timelines.
  - Serving as unit awards administrator.
- Supervising postal affairs for supporting establishment commands when a postal officer (MOS 0160) is not assigned to the installation.
- Overseeing the performance evaluation system:
  - Managing the performance evaluation system.
  - Serving as SME for fitness reports, including adverse and special case reports.

❖ MANPOWER OFFICER

The manpower officer plans, tracks, monitors, coordinates, and distributes permanent manpower assets provided by HQMC to meet staffing goals derived from the HQMC-approved table of organization and equipment (TO&E). The TO&E is the authorized report of manpower and equipment requirements that an organization needs to perform its stated mission.

> Note: Permanent assignment to a specific monitored command code is via permanent change of station—also known as PCS—or assignment other than TAD.

The manpower officer has a specific focus on active duty military manpower, with an emphasis on permanent assignments or garrison temporary assignments. The manpower officer coordinates a complete staffing assessment of all manpower resources, monitors critical specialties, and oversees the assignment of limited manpower resources.

The manpower officer's responsibilities include, but are not limited to, the following:

- Developing and monitoring officer and enlisted command staffing slates.
- Overseeing internal assignments, manpower process advisement, and interfacing with the manpower management division, M&RA.
- Developing comprehensive, integrated manpower solutions to fulfill requirements by coordinating with other offices such as civilian manpower, Reserve liaison office, Navy manpower, and contracting.
- Coordinating with the OCCFLD representative of the command, who is normally the senior SME of an MOS or a designated representative. The manpower officer receives advice from the OCCFLD representative on transfers and assignments while balancing command priorities and detailed staffing requirements prior to authorizing reassignment.
- Ensuring that available personnel resources are equitably apportioned.

- Issuing command special orders for reassignments internal to the command ensuring entry into service records.
- Compiling, analyzing, and submitting personnel statistical data for the command's readiness reporting requirement.
- Developing and managing the deployment status report, as required, with coordination through G-1 operations.
- Reviewing accuracy and completeness of subordinate command readiness input and staffing requirements.
- Monitoring individual augment assignments for a complete purview of manpower.
- Coordinating the validation and revalidation of the manpower portion of the TO&E for personnel input to force structure.
- Reviewing, providing guidance on, and coordinating all TO&E change requests affecting manpower for the command and subordinate units which includes—
  - Coordinating with command SMEs, who are OCCFLD managers at HQMC designated as Marine Corps military MOS managers, M&RA (Manpower Plans and Policies Division [code MP]), Manpower Management Division (code MM), and Total Force Structure Division under the DC for Combat Development and Integration to ensure TO&E change requests.
  - Coordinating with other stakeholders when TO&E change requests affect TO&E requests.
  - Seeking validation/approval of requirements, when appropriate, from the G-3 when the TO&E change request affects a capability.
- Coordinating command requests for overstaff of emergent requirements with follow-on TO&E change request to justify increases to permanent staffing.
- Assuming responsibility for permanent personnel reception functions at installations.
- Managing the command stop-loss requirements, when applicable.
- Coordinating fleet assistance program assignments.

Additionally, the manpower officer has a key role in linking the command with the total force structure process and human resource development process to articulate and source manpower requirements. These processes translate needed organizational capabilities into force structure solutions; measuring the costs of providing those capabilities and resourcing those capabilities consistent with financial resources available to the CMC. This process begins with the TO&E, then is further published as the authorized Strength Report, as overseen by the Total Force Structure Division, DC for Combat Development and Integration. The authorized strength report is subsequently used by M&RA Manpower Plans and Policies Division (code MP) for planning the future inventory, while the Manpower Management Division (code MM) assigns staffing goals to distribute available inventory to fill authorized strength report requirements at each monitored command code. The manpower officer is in the unique position to integrate all of these steps by coordinating that the staffing meets command requirements.

❖ G-1 OPERATIONS OFFICER

The G-1 operations officer is the lead for personnel assignments in response to individual operational requirements of a temporary nature, generated internally or externally to the Marine Corps. The G-1 operations officer oversees administrative requirements directly linked to operational requirements and is the lead for direct personnel planning support to operations. Operations at the G-1 level include administration related to the individual Marine's, exercises, unit deployment programs, Marine expeditionary unit deployments, special purpose MAGTFs/joint task forces, and unit deployments in support of contingencies or designated operations. The G-1 operations officer requires a global, external, and internal awareness of operations and exercises. He/She develops and implements administrative support plans for forces in the field, afloat, and in foreign areas. The G-1 operations officer responsibilities include, but are not limited to, the following:

- Conducting crisis and deliberate force generation planning for individual augments.
- Assisting, coordinating, and planning for individual operational requirements and staffing documents for subsequent validation.
- Managing the sourcing process for individual operational requirements.
- Coordinating detailed reporting instructions that include all criteria for employment, such as pre-deployment training, order-writing instructions, location of employment, and clothing and equipment required.
- Developing individual rotation plans, when required, and/or coordinating with the G-3 to provide support on the development of unit rotation plans.
- Developing personnel annexes to operation plans, operation orders, and supporting plans, as applicable. These include coordinating legal support (staff judge advocate), religious ministry support and services (chaplain), finance/disbursing inputs (comptroller), consolidating pay and entitlements information (and recommending changes of authorizations to headquarters, if required), emergency leave plans, and a command rest and recuperation program.
- Serving as the G-1 representative to the operational planning team consisting of coordinating and drafting the personnel estimate of supportability.
- Conducting unit personnel strength reporting.

  Note: For large-scale crisis operations, the movement of individuals can be considered a movement control function, as it may be beyond the scope of a single staff section to oversee. Such movements may be considered a current operations function.
- Overseeing casualty reporting, including personnel casualty report generation (unit level), personnel casualty report and command-level statistical tracking of casualty information. Ensuring patient tracking in coordination with medical staff. Coordinating for patient assistance teams at appropriate medical facilities. Ensuring the patient assistance teams provide administrative support to patients and update reporting. Monitoring NOK notification status for communication strategy and operations office release, as required.
- Managing combat replacement personnel planning, requesting, sourcing, throughput, and coordinating assignments.

- Conducting and coordinating casualty estimates, as required. Integrating with health service support and chemical, biological, nuclear, and radiological specialists who also conduct casualty estimation.
- Coordinating personnel reception center plans and operations with the camp commandant and G-4/S-4 for logistic support, as required.
- Monitoring deployment status reports, as managed by the manpower officer.
- Planning for personnel support to noncombatant evacuation operations.

❖ CIVILIAN MANPOWER OFFICER

The civilian manpower officer is assigned to the G-1 (or installation S-1, as applicable) and serves as the command's SME for the management of the civilian Marine (Federal Civil Service) workforce management and other civilian manpower issues that are not specifically the sole responsibility of the HRO. The civilian manpower officer may act as the conduit between the command and the HRO. To accommodate the operational needs of smaller installations, this service may also extend to the NAF civilian workforce, but only if not already provided by the local MCCS activity. The civilian manpower officer's responsibilities include, but are not limited to, the following:

- Formulating command civilian Marine policy in collaboration with the HRO, which includes time keeping, work schedules, EEO, compensation, and performance awards.
- Facilitating civilian workforce structure maintenance and workforce shaping including the planning and coordination of civilian manpower requirements in response to the needs of the command.
- Formulating civilian labor budgets and monitoring execution rates in concert with the G-8.
- Advising supervisors on position description and recruitment strategies to target the most qualified applicants.
- Facilitating initial processing and coordination of personnel actions for the civilian workforce, while working closely with the CHRO/HRO, such as—
  - Staffing requirements, including position description development and maintenance, requests for classification of occupational series and grade, and recruitment.
  - Promotions.
  - Awards.
  - Disciplinary actions.
  - Performance appraisals.
- Coordinating resource boards, hiring panels, and awards boards.
- Assisting the CHRO and HRO with the preparation of performance improvement plans and individual development plans for employee development and documentation of adverse trends.
- Referring all civilian EEO matters to the command's EEO counselors. Coordinating with the HRO on the prevention of sexual harassment and other applicable annual training requirements.

- Coordinating labor relations issues with staff legal counsel and with the labor/employee relations specialists at the HRO. Whenever feasible, mitigating employee/supervisor relations issues at the lowest possible level. Arranging for mediation sessions and other dispute resolutions between employees and supervisors, when warranted.
- Facilitating the performance management responsibilities of supervisors.
- Coordinating civilian training.
- Overseeing the command sponsorship program for civilian personnel, when required overseas.
- Assisting with the management of the civilian drug-free workplace program.

❖ RESERVE LIAISON OFFICER

The reserve liaison officer is primarily responsible for advising the command on all issues related to the management and administration of RC Marines. The reserve liaison officer acts as the information management assurance operational sponsor, ADOS program manager for the command, and is the SME to the AC commander and staff regarding reserve capabilities, policies, and procedures. The reserve liaison officer's responsibilities include, but are not limited to the following:

- Preparing, coordinating, managing, and accounting for reserve active duty and IDT periods (including annual training and reserve counterpart training), the command ADOS budget, and sourcing solutions to fulfill emergent and pre-planned requirements.
- Participating in command planning efforts to support the integration of RC Marines into AC operations and exercises. Identifying opportunities to leverage and integrate reserve support.
- Performing duties as the command's IMA program operational sponsor, including reviewing and planning for IMA structure.
- Performing duties as the command's ADOS program manager and coordinating the distribution of funds, as allocated.
- Providing and coordinating general and personnel administration for assigned RC Marines, as applicable.
- Coordinating with the career planning section and local Marine Corps recruiting command prior service recruiters regarding command reserve manning levels.
- Developing mobilization plans and advising the command on mobilization preparedness. Coordinating staff action across the command on issues and programs required to ensure command readiness in the event of crises or contingencies.
- Coordinating with the manpower officer for AR Marine billets, internal assignments and manpower process advisement, and interfacing with the Reserve Affairs Division, M&RA.

❖ NAVY ADMINISTRATION AND MANPOWER OFFICER

The G-1 ensures Navy administrative and manpower support through the assistance of a Navy representative that is generally assigned to the G-1. The Navy administration and manpower

officer's responsibilities include, but are not limited to—

- Acting as the SME for the administration of Navy personnel.
- Tracking operational tempo of all Sailors assigned to the command and subordinate units.
- Coordinating the Navy sponsorship program.
- Supervising and managing Navy personnel staffing and slating in coordination with the G-1 manpower officer and G-1 operations officer.
- Serving as the command's Navy personnel counselor and command career counselor.
- Acting as command coordinator with the Navy personnel support detachment, health service augmentation program, religious ministry team, and other operational manpower requirements.
- Maintaining Navy-specific systems for the accountability of Navy personnel and their family members.
- Participating in command planning efforts to support the integration of Reserve Sailors and units into AC operations and exercises.
- Identifying opportunities to leverage and integrate Navy Reserve support.
- Advising and coordinating Navy Reserve mobilization requirements.

❖ CAREER PLANNER

The career planner is responsible for administering the command's career planning program and is the primary advisor on enlisted retention matters; however, the commander is ultimately responsible for a successful career-planning program. The career planner is the SME familiar with all retention associated policies and directives. As such, the career planner provides sustainment of combat power by retaining the most qualified Marines. Career planners also conduct a Capstone Review, which is an in-depth review of the Marine's individual transition plan for those Marines exiting the Service. Either the Capstone Review process or Force Preservation Council identifies Marines who are high risk due to a lack of post-service housing plans, not meeting career readiness standards, or those with any characterization of service less than honorable, who require additional considerations before engaging supporting agencies to assist transitioning personnel. The career planner's responsibilities include, but are not limited to, the following:

- Advising on retention matters, in compliance with applicable directives.
- Identifying, screening, interviewing, and processing Marines for reenlistment, extension, lateral move, special duty assignment, early release, and, if applicable, transition to the RC.
- Managing the unit's first-term alignment plan and subsequent term alignment plan missions.
- Assisting Marines with improving their performance and competitiveness for promotion and retention, including advising and assisting Marines concerning the following:
  - Enlisted career force controls.
  - Required professional military education.
  - Fitness report audit program.
  - Performance evaluation review board.

  - B-billet opportunities.
  - Selection zones for promotion.
  - Remedial promotion boards.
  - Involuntary separation pay.
  - Use of the enlisted career counseling service.
- Disseminating retention and transition information:
  - Total force retention through reserve opportunities.
  - Transition readiness seminar.
  - Capstone Review.
- Maintaining liaison with higher headquarters including HQMC concerning career planning matters and HQMC retention visits.

❖ INSTALLATION POSTAL OFFICER

The installation postal officer is responsible for the planning, organization, operation, inspection, security, supervision, and coordination of all postal matters on the installation. Military post offices shall be operated by designated enlisted personnel with MOS 0161 (postal clerk) under the supervision of the installation postal officer. The installation commander shall appoint an installation postal officer to manage postal affairs, postal retail, and mail processing operations to include oversight of the unit mailrooms. The installation postal officer will be a postal officer, MOS 0160. If a Marine trained in MOS 0160 is not assigned, postal operations will be assigned as a collateral duty to administrators (G-1/adjutant). If MOS 0160 postal officers are not assigned to the installation, unit mailrooms will be operated by designated unit mail clerks under the supervision of the unit postal officer. Installation postal affairs shall be under the supervision of the G-1.

The installation postal officer will oversee all organic assets in postal operations such as supporting the installation unit mailrooms or as part of a combat service support detachment function supporting deployed units. When local postal capability is exceeded or does not exist, the installation postal officer may coordinate externally for postal support by serving as the postal focal point for the installation.

> Note: Commanding officers are responsible for the daily operation, security, and supervision of the unit mailroom to ensure official and personal mail is properly delivered to the intended members of their command. Unit mailrooms shall be operated by properly designated unit mail clerks under the supervision of the appointed unit postal officer. The unit postal officer is a collateral duty assignment for administrators (S-1/ adjutant) within the unit. The unit mail clerk is normally a collateral duty assignment for administrators, but any MOS can be assigned to attend and complete the required unit mail clerk indoctrination course in accordance with current Marine Corps directives.

Whether the postal operations functions are organic or coordinated from external assets, the installation postal officer's postal operations responsibilities include, but are not limited to—

- Planning and overseeing postal affairs and mail handling procedures.
- Advising commanders regarding postal affairs and mail handling.
- Coordinating with transportation assets and logistics for the movement and in-transit storage of mail and conveying command priorities for movement of mail to logistic transportation coordinators.
- Investigating, or referring for investigation, any suspected offenses or irregularities in postal and mail handling procedures.
- Preparing and submitting required postal reports.
- Coordinating with appropriate civilian and military postal authorities on postal matters, including the United States Postal Service and the executive postal agent in a designated area of operations.
- Conducting inspections of internal postal sections and subordinate unit mailrooms, including the official mail program.
- Ensuring that all personnel receive postal services.
- Ensuring a published postal operation plan is in place.
- Ensuring the proper management of all assigned equipment supplied by the United States Postal Service, issued by Military Postal Service Agency, or purchased internally.
- Overseeing postal physical security.
- Planning and managing the installation official mail program.

Postal operations include the processing of mail and providing of postal services. Processing mail involves receiving, sorting, dispatching, and redirecting ordinary and accountable mail, handling casualty mail, and screening for contaminated/suspicious mail, as well as coordinating inter-Service support, as required. Postal retail services involve selling postage, accepting letters and packages for mailing, cashing and selling postal money orders, providing extra postal services (e.g., priority mail express, registered mail, insurance, delivery confirmation, certified mail), and processing postal claims/inquiries.

❖ MARINE CORPS COMMUNITY SERVICES

Marine Corps Community Services provides for the physical, cultural, service, and social needs of personnel from an array of over 80 programs. Through various programs, the MCCS enhances the operational readiness, warfighting capabilities, and QOL for military personnel and their families, thus, sustaining the force. The programs are nonmonetary compensation provided to personnel. Marine Corps Community Services programs encourage positive individual values, personal development, and aid in recruitment and retention of personnel.

The unit commander, assisted by MCCS and internal family readiness, behavioral health, and QOL resources, is responsible for all unit family readiness and QOL programs. The installation commander is responsible for oversight and management of installation MCCS in a supported/supporting role with tenant operational and training unit commanders. The MCCS

encompasses HQMC (M&RA, which oversees MCCS), the Marine Corps component command QOL officer (G-1, who oversees QOL programs in support of the Marine Corps operating forces), installation MCCS directorates (AC/S, who executes MCCS programs at the installation level and has custodianship responsibilities), and command responsibilities. Marine Corps Community Services programs and services, such as assets organic to the logistics combat element (e.g., field exchanges) or an executive agent for MWR (such as from Army and Air Force Exchange Services), may be provided by installation MCCS or may be coordinated directly by an MCCS officer. See table 3-1 for a matrix of responsibilities.

Certain MCCS programs link logistics (materiel) with morale (personnel). There is an administration and logistic overlap within those programs. For programs such as tactical field exchanges, facilities, and equipment, the G-1/S-1 advises the G-4/S-4 on materiels and services needed. The G-4/S-4 subsequently provides logistical support.

❖ QUALITY OF LIFE (G-1, MARINE CORPS COMPONENT COMMANDS)

The QOL officer serves the Marine Corps component command as the command's SME for all issues relating to family readiness and QOL matters.

> Note: A QOL assessment measures the overall well-being of personnel with consideration to off-duty time and on-duty influences. Quality of life encompasses the current state of affairs, which affect morale as well as the perceived potential for QOL in the future, which affects retention. It is a subjective assessment; however, QOL can be analyzed through objective indicators. The basis of the QOL analysis is on the delivery of services to supported personnel. Standard indicators of QOL include wealth and employment, environment, physical and mental health, education, recreation and leisure time, and social belonging. The standard of living, which is based primarily on relative income, differs from QOL.

The Marine Corps component command QOL officer is a conduit at the program level for interface and support between the Marine Corps component command and Marine Corps operating forces, installations, and M&RA and for representing the delivery of services. The QOL officer's responsibilities include, but are not limited to, the following:

- Coordinating with combatant commander representatives for theater QOL programs, initiatives, surveys, and analyses.
- Serving as the proponent for Marine Corps operating forces in more than 80 diverse MCCS/QOL programs, as well as DOD dependent schools and commissary operations.
- Formulating Marine Corps component command QOL and family readiness policy and implementation guidance, and support.
- Supporting family readiness efforts for the Marine Corps operating forces and their families.
- Coordinating consistent interpretation of QOL policies across the Marine Corps component commands.

Table 3-1. Marine Corps Community Services Matrix of Program Responsibilities.

Program Title	DC M&RA	QOL Officer	Director, MCCS at Installation	MCCS Area Coordinator	Unit Commander (Garrison)	Unit Commander (Deployment)
Family Readiness Program						
Unit, Personal and Family Readiness Program	P	P	P, E	C	P, E, U	P, E, U
Marine Corps Family Team Building	P	U	P, E		U	U
Readiness and Deployment Support Training	P	U	P, E		U	U
Family Readiness Program Training	P	U	P, E		U	U
Lifestyle Insights, Networking, Knowledge, and Skills	P	U	P, E		U	U
Life Skills Training and Education	P	U	P, E		U	U
Chaplains' Religious Enrichment Development Operations	P	U	P, E		U	U
Prevention and Relationship Enhancement Program	P	U	P, E		U	U
Volunteer Management Program	P	U	P, E		U	U
Personal and Professional Readiness						
Voluntary Education Program	P	P	P		P, E, U	P, E, U
Voting Assistance Program	P	P	P		P	P, E, U
Personal financial management program	P	P	P		P	P, E, U
Transition readiness program	P	P	P		P, U	
Information and referral with relocation services	P	P	P		U	

Table 3-1. Marine Corps Community Services Matrix of Program Responsibilities Continued.

Program Title	DC M&RA	QOL Officer	Director, MCCS at Installation	MCCS Area Coordinator	Unit Commander (Garrison)	Unit Commander (Deployment)
Family member employment assistance program	P	P	P		U	
MCCS library	P	P	P		P	P[1], E[1], U
Family Care						
Child development center, family child care, school age care, enhanced extended child care, youth and teen centers	P	P	P		U	
Children, youth and teen programs	P	P	P		U	
Exceptional family members program	P	P	P		U	
School liaison	P	P	P		U	
Behavioral Health						
Suicide prevention	P	P	P		P, E, U	P, E, U
Personal and family counseling	P	P	P		U	
Drug demand reduction and substance abuse counseling	P	P	P		P, E, U	P, E, U
Combat and operational stress control	P	P	P		P, E, U	P, E, U
Family advocacy	P	P	P		U	
New parent support program	P	P	P		U	
Sexual Assault Prevention and Response Program	P	P	P		P, E, U	P, E, U
Semper Fit and Community Support						
Fitness centers/physical fitness	P	P	P	C	U	P[1], E[1], U
Health promotion	P	P	P	C	U	U

Table 3-1. Marine Corps Community Services Matrix of Program Responsibilities Continued.

Program Title	DC M&RA	QOL Officer	Director, MCCS at Installation	MCCS Area Coordinator	Unit Commander (Garrison)	Unit Commander (Deployment)
Sports programs	P	P	P	C	E, U	P[1], E[1], U
Parks and outdoor recreation	P	P	P	C	U	P[1], E[1], U
Single Marine and Sailor program	P	P	P	C	P, E, U	
Recreation centers	P	P	P	C	U	P[1], E[1], U
Aquatics, marinas, stables, and bowling	P	P	P		U	
Auto skills, arts and craft skills (e.g., wood and carpentry, ceramics, other hobbies)	P	P	P		U	
Information, tickets, and tours	P	P	P		U	
Business Operations						
Exchange and field exchange activities	P[2], E[2]	P	P		U	P[2], E[2], U
Golf course and pro shop	P	P	P		U	
Clubs and snack bars	P	P	P		U	P[2], E[2], U
Temporary lodging facilities, cabins, cottages	P	P	P		U	
Equipment rentals	P	P	P	C	U	
Theaters	P	P	P		U	

NOTES:

1. Recreation in a deployed environment can be coordinated by the unit, headquarters, or a theater executive agent for MWR.
2. Tactical field exchange and other services in a deployed environment can be coordinated by the unit, headquarters, or theater executive agent for exchange services, such as Army and Air Force Exchange Services. Note that there are specific legal and procedural provisions, particularly fund management responsibilities, when planning or arranging support from organic assets.

Legend

P program oversight and assessment of effectiveness
C coordination of services provided by other MCCS departments
E execution of tasks and provision of services
U use of services

- Assessing program effectiveness by measuring performance against metrics.
- Coordinating the use of nonappropriated and appropriated QOL funds with installation MCCS and subordinate commands to ensure appropriate stewardship and effective support of the Marine Corps operating forces.
- Advising the commander who represents Marine Corps component command interests and positions at numerous Office of the Secretary of Defense, theater, and MCCS QOL policy boards.
- Providing SME support to future operations, planning teams, and initiatives, such as changes to force posture and locations.
- Identifying and reporting deficiencies during budget reviews and program objective memorandum cycles and advocating for QOL program requirements.
- Coordinating MCCS programs prioritization with the installation MCCS to ensure programs are requirements-driven, as determined by market and gap analysis, for the benefit of the Marine Corps operating forces and their families.
- Conducting management assistance team visits to provide commanders and installation personnel with independent on-site analysis and technical assistance.

❖ FAMILY READINESS OFFICE

The family readiness officer (FRO) implements the commander's Unit, Personal, and Family Readiness Program (UPFRP) vision. The commander appoints the FROs, who may be civilian or a uniformed member of the unit in the pay grade of E-6 or above. In partnership with the family readiness command team, the FRO serves as coordinator, facilitator, and liaison in support of UPFRP meetings and functions.

The FRO's responsibilities include, but are not limited to, the following:

- Ensuring the execution of UPFRPs four tenets, which include communication, readiness and deployment support, information resource and referral, and volunteer management.
- Serving as the personal and family readiness communication liaison between the commander and Marines, Sailors, their families, and/or their authorized contacts to ensure proactive, comprehensive communication.
- Developing and executing a UPFRP communication plan that utilizes numerous methods to reach the broadest audience, such as new join interviews, welcome letters, use of the Marine Online family readiness module for mass communication, websites, newsletters, and telephonic communication.
- Maintaining an accurate contact roster for Marines, Sailors, their families, and their authorized contacts.
- Coordinating with Marine Corps readiness personnel for planning and facilitation of personal and family readiness briefs and training for Marines, Sailors, and families in support of deployments such as pre-, mid- and post-deployment events.
- Ensuring MCCS and community resources are leveraged to educate, prepare, and empower Marines, Sailors, their families, and/or their authorized contacts.

- Coordinating and actively promoting installation MCCS programs and other community resources to support commander's intent and goals.
- Tracking utilization of UPFRP support and services that identify trends and potential gaps in readiness. Submitting UPFRP report to higher headquarters monthly.
- Reviewing UPFRP data tool reports in family readiness command team meetings and coordinating MCCS support for family readiness trends and gaps.
- Managing UPFRP volunteers through recruitment, screening, coordinating command interviews and work schedules, managing volunteer reimbursements, facilitating recognition events, and coordinating retention efforts.
- Receiving, budgeting, and executing UPFRP funds allocated to the unit in accordance with the commander's intent.
- Coordinating with UPFRP volunteers to support unit morale events.
- Ensuring that support of all Marines designated as either individual augments or on TAD continues throughout the assignment.

The FRO's responsibilities shall not include—

- Deploying or participating in deployment related training exercises away from the parent installation or be assigned as the remain-behind element officer-in-charge.
- Performing duties not related to the commander's UPFRP intent. Family readiness officers shall not hold billets as chaplain, sexual assault response coordinator, uniformed victim advocate, unit financial advisor, family care plan validator, or legal officer or serve in a protocol officer capacity.
- Having a role in the casualty notification process. Any unsolicited communication received or passed by the FRO that is deemed necessary by the commander shall be channeled through the casualty assistance calls officer. The FRO shall coordinate with the casualty assistance calls officer in all matters associated with the personal affairs of the deceased Marine, primary or secondary NOK.
- Reporting to or receiving tasks directly from anyone outside of the immediate chain of command.

❖ DIRECTOR, CIVILIAN HUMAN RESOURCES OFFICE

The director, CHRO/HRO serves as the installation's senior SME for workforce management of civilian Marines (also known as Federal Civil Service and/or in the case of overseas installations, local nationals). The director services the installation's commands and tenant commands and retains technical responsibility for all civilian workforce tasks and responsibilities as listed in Secretary of the Navy Instruction 12250.6A, *Civilian Human Resources Management in the Department of the Navy*, by overseeing CHRO with coordination from the regional CHRO, as required. The director ensures compliance with applicable policies for both the appropriated fund and nonappropriated fund civilian workforce. In the event that no MCCS human resource department is assigned, the director coordinates with the G-1/S-1, who is

responsible for manpower management and related issues within the command. The director, CHRO's responsibilities include, but are not limited to, the following:

- Functioning as the senior human resource management expert to ensure civilian human resource services are available to the installation and tenant commands.
- Providing a full range of human resource services to serviced commands. Human resource services include, but are not limited to, recruitment, employment, classification, employee/labor management relations, employee benefits, workforce development, awards, performance management, drug-free workplace, injury compensation, and EEO programs.
- Providing advisory services to all levels of senior leadership and management on civilian employment workforce management matters.
- Implementing and disseminating regulatory issuances and instructions from the Office of Personnel Management, DOD, Department of Navy, HQMC, and other higher authorities.
- Formulating and disseminating a local command's civilian Marine policy in accordance with governing regulatory guidance.
- Participating and assisting in command and human resource activity strategic planning processes, including—
  - Facilitating civilian workforce structure maintenance, such as the coordination of civilian manpower requirements in response to command needs and in coordination with the command manpower officer and civilian manpower officer, if assigned.
  - Assisting in the formulation of the installation command's civilian labor budget and monitoring execution rates in coordination with the G-8.
- Serving as the installation representative on applicable committees, boards, groups, or meetings where installation policy is affected or where a certain position may be taken in relation to civilian personnel, such as resource boards, hiring panels, and awards boards.
- Overseeing the civilian command sponsorship program, when required.

❖ DIRECTOR, INSTALLATION PERSONNEL ADMINISTRATION CENTER

The director, IPAC provides personnel administration support and services to commanders, Marines, Sailors, and family members to ensure military personnel and master pay records are accurately and properly maintained. This assures that individuals are prepared for worldwide deployments. The director, IPAC serves as the interface between a commander and the administrative services provided by the IPAC.

The director, IPAC's responsibilities include, but are not limited to, the following:

- Advising commanders on personnel administration matters.
- Supervising the designated functions of personnel administration, including those facets of Reserve administration required to support activated reservists.
- Supervising quality assurance and quality control measures to identify trends resulting in increased administrative readiness.
- Publishing IPAC standing operating procedures to enhance supported and supporting relationships.

- Coordinating with headquarters and external agencies for decisions regarding unique administrative matters.
- Providing career enhancement opportunities to IPAC and unit administrators through mentorship and training.
- Formulating and executing IPAC operating budgets.
- Providing personnel administration support to deployed units.

The director, IPAC oversees the following areas:

- Inbound management.
- Separations and retirements.
- Outbound management, including the permanent duty travel orders process.
- Customer service, including service record maintenance and military pay records management.
- Deployed support.
- Quality control/systems.

❖ IPAC CHIEF

The IPAC chief is the senior enlisted administrative advisor to the IPAC director. Similar to the IPAC director, the IPAC chief provides personnel administration support and services to commanders, Marines, and their family members to ensure military personnel and master pay records are accurately maintained. The IPAC chief is also the administrative advisor to the sergeant major and senior enlisted advisors aboard the installation. Responsibilities of the IPAC chief include, but are not limited to, the following:

- Advising the director and deputy director on matters pertaining to the efficient and effective utilization of enlisted personnel and the operation and maintenance of the IPAC.
- Monitoring and enforcing policies of the IPAC and higher headquarters.
- Providing mentorship to the officer's, staff noncommissioned officers, and junior Marines within the IPAC.
- Assessing, in coordination with supported units and higher headquarters, the effectiveness of IPAC policies, procedures, and services.
- Assisting in the supervision of all IPAC clerical and administrative matters, personnel management, and training and logical functions.
- Facilitating positive morale, good order, and discipline and ensuring the welfare of all enlisted personnel assigned to the IPAC.
- Overseeing the training requirements for all enlisted administrators in the IPAC.

❖ S-1 OFFICER

The S-1 officer is the primary manpower and administration staff officer responsible for reporting at the unit level and is the focal point for administrative matters. The S-1 officer

plans, coordinates, or executes across all four functions of administration. In addition to the responsibilities listed below, S-1 officers of reserve organizations may also be responsible for the duties listed for the director, IPAC. Reserve organizations are not always serviced by an IPAC.

> Note: This paragraph refers to the unit level S-1 (i.e., battalion and squadron). Installation S-1s typically perform G-1 functions, see the Assistant Chief of Staff G-1 paragraph on page 3-10.

The S-1 officer's responsibilities include, but are not limited to, the following:

- Preparing naval correspondence:
  - Ensuring accurate preparation and endorsement of command correspondence.
  - Processing messages related to administration.
  - Managing congressional inquiries and special correspondence.
  - Functioning as the Privacy Act coordinator.
- Overseeing casualty assistance procedures:
  - Serving as command SME for casualty assistance, including the casualty assistance calls officer's procedures and reporting.
  - Generating personnel casualty reports.
  - Monitoring NOK notification status, as applicable.
  - Assisting with posthumous promotions, awards, and records close out and coordinating for personal effects processing, as required.
  - Providing or coordinating casualty assistance training and oversight, including the casualty assistance calls officer program.
  - Coordinating casualty replacement with higher headquarters.
- Maintaining command official files:
  - Maintaining directives control point.
  - Ensuring appropriate distribution of command and headquarters directives, including electronic publishing.
- Managing awards program:
  - Establishing an awards board, as directed.
  - Identifying award submission timelines.
  - Serving as unit awards administrator.
- Managing the command sponsorship program.
- Sharing responsibility for the TAD travel orders process with traffic management, fiscal, and disbursing organizations. The commander determines the lead for execution based on command needs.
- Serving as unit postal officer:
  - Serving as official mail manager.
  - Overseeing unit mailroom operations.

  - Coordinating with local servicing military post offices for deployed mail service.
- Coordinating Red Cross notifications.
- Managing the performance evaluation system, serving as SME for fitness reports, including adverse and special cases.
- Overseeing unit check-in/check-out procedures.
- Coordinating command duty officer assignments.
- Monitoring unit personnel accountability and reporting, as directed by command and headquarters requirements.
- Maintaining, when appointed as the classified material control center officer, the unit classified material control center, ensuring proper clearances and authorization in coordination with the command security manager and unit S-2.
- Coordinating with personnel administration offices and the regimental/group personnel officer (if available) for personnel administration matters, as required, or for overseeing organic personnel administration resources (in the case that an IPAC is not assigned).
- Developing unit level personnel annex to operation orders and supporting plans, as required.
- Coordinating deployed emergency leave plans and the rest and recuperation program.
- Performing personnel and administrative analysis, as required, to support command operations.
- Serving as the command legal officer. Coordinating internal unit legal administration and serve as liaison to higher headquarters on legal matters. Ensuring associated documentation is provided to the personnel administration office, as required.
- Coordinating administrative actions, including competency review board, administrative separations, requests for transfer, leave management, promotions, and special and hazardous duty assignment pay.
- Managing administrative systems at the unit level, as applicable.
- Overseeing personnel readiness and duty status:
  - Conducting readiness assessments.
  - Preparing and submitting deployment status report for the stabilization of manpower.
  - Coordinating pre- and post-deployment unit personnel readiness briefs on practical and emotional issues involved with deployment and the return, reunion, and reintegration process.
- Assisting the commander with responsibilities of the limited duty program.
- Serves as command protocol officer.
- Coordinating unit fleet assistance program.
- Managing the command voting program.
- Managing the family care plan program.
- Managing the commander’s retirements and separations.

❖ REGIMENTAL/GROUP PERSONNEL OFFICER

The regimental/group personnel officer functions as the primary advisor to the regimental/group commander on matters related to personnel administration and acts as the primary liaison between the IPAC and subordinate commands. In addition to the responsibilities identified in the following bulleted list, the regimental/group personnel officer may be held accountable for all duties previously outlined for the director, IPAC. Reserve organizations are not always be serviced by an IPAC. The regimental/group personnel officer's responsibilities include, but are not limited to, the following:

- Providing personnel administration expertise to the regimental/group commander and subordinate units.
- Receiving, researching, and responding to servicing IPAC administrative requirements, as applicable.
- Providing oversight to ensure that source documents for reportable events are administratively correct and completed in a timely manner, with a focus on those requirements involving pay and entitlements, promotions, and legal reporting.
- Overseeing the interface of IPAC with the supported command and ensuring effective communication, coordination, and personnel administration, as applicable.
- Using manpower and personnel administrative systems to conduct analysis and perform unit level management of systems, when appropriate.
- Assisting the S-1 with unit level manpower management, due to the link between personnel records management and manpower analysis.
- Ensuring IPAC visibility of unit deployment, location, and unit level matters affecting personnel readiness, as applicable.
- Assisting the travel program administrator with management of the travel program within the regiment/group.
- Providing subordinate command administrative training, as required, and assisting with unit inspection preparation.
- Providing oversight of the duty status of personnel, including the limited duty program.

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Glossary

Section I. Abbreviations and Acronyms

AC ..... Active Component
AC/S ..... assistant chief of staff
ADOS ..... active duty for operational support
AR ..... Active Reserve
ASL ..... active status list
CHRO ..... civilian human resources office
CMC ..... Commandant of the Marine Corps
DC ..... deputy commandant
DOD ..... Department of Defense
EEO ..... equal employment opportunity
FMCR ..... Fleet Marine Corps Reserve
FRO ..... family readiness officer
G-1 ..... assistant chief of staff, personnel/personnel staff section
G-3 ..... assistant chief of staff, operations and training/operations and training staff section
G-4 ..... assistant chief of staff, logistics/logistics staff section
G-8 ..... assistant chief of staff, finance/resource management/ finance/resource management staff section
HQMC ..... Headquarters, United States Marine Corps
HRO ..... human resources office
IDT ..... inactive duty training
IMA ..... individual mobilization augmentee
IRR ..... Individual Ready Reserve
IPAC ..... installation personnel administration center
LOO ..... line of operation
M&RA ..... Manpower and Reserve Affairs *(HQMC)*
MAGTF ..... Marine air-ground task force
MARFORRES ..... Marine Forces Reserve
MCCS ..... Marine Corps Community Services
MCTFS ..... Marine Corps Total Force System

MOS ..... military occupational specialty
MWR ..... morale, welfare, and recreation
NAF ..... nonappropriated funds
NOK ..... next of kin
OCCFLD ..... occupational field
QOL ..... quality of life
RC ..... Reserve Component
S-1 ..... personnel officer/personnel office
S-2 ..... intelligence officer/intelligence office
S-4 ..... logistics officer/logistics office
SECNAV ..... Secretary of the Navy
SME ..... subject matter expert
TAD ..... temporary additional duty
TO&E ..... table of organization and equipment
UPFRP ..... Unit, Personal, and Family Readiness Program

Section II. Terms and Definitions

accountability—The obligation imposed by law or lawful order or regulation on an officer or other person for keeping accurate record of property, documents, or funds. (DOD Dictionary)

activation—Order to active duty (other than for training) in the federal service. See also **active duty.** (DOD Dictionary)

active duty—Full-time duty in the active military service of the United States, including active duty or full-time training duty in the Reserve Component. See also **active duty for training; inactive duty for training.** (DOD Dictionary)

active duty for training—A tour of active duty that is used for training members of the Reserve Component to provide trained units and qualified persons to fill the needs of the Armed Forces of the United States in time of war or national emergency and such other times as the national security requires. (DOD Dictionary)

allocation—Distribution of limited forces and resources for employment among competing requirements. (DOD Dictionary. Part 1 of a 2-part definition.)

assign—1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent. See also **attach**. (DOD Dictionary)

attach—1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary. See also **assign**. (DOD Dictionary)

billet—A personnel position or assignment that may be filled by one person. (NTRP 1-02. Part 3 of a 3-part definition.)

capability—The ability to execute a specified course of action. (A capability may or may not be accomplished by an intention.) (MCRP 1-10.2)

casualty—Any person who is lost to the organization by having been declared dead, duty status – whereabouts unknown, missing, ill, or injured. (DOD Dictionary)

combatant commander—A commander of one of the unified or specified combatant commands established by the President. Also called **CCDR**. (DOD Dictionary)

commander—One who is properly appointed to command an organization, or who under applicable provisions of laws, regulations, or orders succeeds to such command due to transfer, incapacity, death, or absence of the previous commanding officer. Marine Corps commanders are titled as commandant, commander, commanding general, commanding officer, or inspector-instructor. Other titles used to designate Marine Corps commanders shall be made only with the specific approval of the Commandant of the Marine Corps. The titles officer in

charge and noncommissioned officer in charge do not normally denote a commander. However, in specific instances, superiors in the chain of command may delegate command authority to officers in charge or noncommissioned officers in charge to the extent required for them to carry out their assigned tasks. (MCRP 1-10.2)

component—One of the subordinate organizations that constitute a joint force. See also **Service component command**. (DOD Dictionary. Part 1 of a 2-part definition.)

contractor—Any individual or legal entity that: (1) Directly or indirectly (e.g., through an affiliate), submits offers for or is awarded, or reasonably may be expected to submit offers for or be awarded, a Government contract, including a contract for carriage under Government or commercial bills of lading, or a subcontract under a Government contract; or (2) Conducts business, or reasonably may be expected to conduct business, with the Government as an agent or representative of another contractor. (Federal Acquisition Regulation 9.403)

demobilization—The process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. See also **mobilization**. (DOD Dictionary. Part 1 of a 2-part definition.)

evacuee—A civilian removed from a place of residence by military direction for reasons of personal security or the requirements of the military situation. (DOD Dictionary)

executive agent—A term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. Also called **EA**. (DOD Dictionary)

inactive duty training—Authorized training performed by a member of a Reserve Component not on active duty or active duty for training and consisting of regularly scheduled unit training assemblies, additional training assemblies, periods of appropriate duty or equivalent training, and any special additional duties authorized for Reserve Component personnel by the Secretary concerned, and performed by them in connection with the prescribed activities of the organization in which they are assigned with or without pay. See also **active duty for training**. (DOD Dictionary)

individual mobilization augmentee—An individual reservist attending drills who receives training and is preassigned to an Active Component organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Also called **IMA**. (DOD Dictionary)

Individual Ready Reserve—A manpower pool consisting of individuals who have had some training or who have served previously in the Active Component or in the Selected Reserve and may have some period of their military service obligations remaining. Also called **IRR**. See also **Selected Reserve**. (DOD Dictionary)

manpower requirements—Human resources needed to accomplish specified work loads of organizations. (DOD Dictionary)

Marine Corps operating forces—Those combined arms forces and the integral supporting elements thereof whose primary missions are to participate in combat and other operations as lawfully assigned. These forces (formally identified as Fleet Marine Forces in Title 10) are normally task-organized as Marine air-ground task forces or as a Service component under a combatant command and include the Marine Corps Reserve, Marine Corps security forces at Navy shore activities, Marine Corps integral supporting elements, and Marine Corps combat forces not otherwise assigned. (MCRP 1-10.2)

Military Postal Service Agency—The single manager operating agency established to manage the Military Postal Service. Also called **MPSA**. (DOD Dictionary)

military post office—A branch of a designated United States-based post office established by United States Postal Service authority and operated by one of the Services. Also called **MPO**. (DOD Dictionary)

mobilization—1. The process of assembling and organizing national resources to support national objectives in time of war or other emergencies. 2. The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency. Also called **MOB**. (DOD Dictionary)

morale, welfare, and recreation—The merging of multiple unconnected disciplines into programs that improve unit readiness, promote fitness, build unit morale and cohesion, enhance quality of life, and provide recreational, social, and other support services. Also called **MWR**. (DOD Dictionary)

nonappropriated funds—Funds generated by Department of Defense personnel and their dependents used to augment funds appropriated by the Congress to provide a comprehensive, morale-building welfare, religious, educational, and recreational programs. Also called **NAF**. (DOD Dictionary)

noncombatant evacuation operation—An operation whereby noncombatant evacuees are evacuated from a threatened area abroad, which includes areas facing actual or potential danger from natural or manmade disaster, civil unrest, imminent or actual terrorist activities, hostilities, and similar circumstances, that is carried out with the assistance of the Department of Defense. See also **operation.** Also called **NEOs**. (DOD Dictionary)

operation—1. A sequence of tactical actions with a common purpose or unifying theme. 2. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (DOD Dictionary)

organic—Assigned to and forming an essential part of a military organization as listed in its table of organization for the Army, Air Force, and Marine Corps, and are assigned to the operating forces for the Navy. (DOD Dictionary)

permanent change of station—The assignment, detail, or transfer of a member or unit to a different duty station under competent orders that neither specify the duty as temporary, nor provide for further assignment to a new station, nor direct return to the old station. Also called **PCS**. (NTRP 1-02)

personnel—Individuals required in either a military or civilian capacity to accomplish the assigned mission. (DOD Dictionary)

readiness—The ability of military forces to fight and meet the demands of assigned missions. (DOD Dictionary)

Ready Reserve—The Selected Reserve and Individual Ready Reserve liable for active duty as prescribed by law (Title 10, United States Code, Sections 10142, 12301, and 12302). See also **active duty; Individual Ready Reserve; Selected Reserve.** (DOD Dictionary)

reorganization—1. Action taken to shift internal resources within a degraded unit to increase its level of combat effectiveness. 2. In administration, the realignment of force structure. (MCRP 1-10.2)

reserve—Members of the uniformed Services who are not in active service but who are subject to call to active duty. (DOD Dictionary. Part 2 of a 3-part definition.)

Reserve Component—The Armed Forces of the United States Reserve Component consists of the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve. Also called **RC**. See also **component; reserve.** (DOD Dictionary)

Retired Reserve—All reserve members who receive retirement pay on the basis of their active duty and/or reserve service; those members who are otherwise eligible for retirement pay but have not reached age 60 and who have not elected discharge and are not voluntary members of the Ready Reserve or Standby Reserve. See also **active duty; Ready Reserve; Standby Reserve.** (DOD Dictionary)

security—1. Measures taken by a military unit, activity, or installation to protect itself against all acts designed to, or which may, impair its effectiveness. 2. A condition that results from the establishment and maintenance of protective measures that ensure a state of inviolability from hostile acts or influences. 3. With respect to classified matter, the condition that prevents unauthorized persons from having access to official information that is safeguarded in the interests of national security. (DOD Dictionary)

Selected Reserve—Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all other reserves. See also **Ready Reserve**. (DOD Dictionary)

Service component command—A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force. See also **component**. (DOD Dictionary)

Standby Reserve—Those units and members of the Reserve Component (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only, as provided in Title

10, United States Code, Sections 10151, 12301, and 12306. See also **active duty; Ready Reserve, Reserve Component; Retired Reserve.** (JP 4-05) (DOD Dictionary)

stop loss—Presidential authority under Title 10, United States Code, Section 12305, to suspend laws relating to promotion, retirement, or separation of any member of the Armed Forces of the United States determined essential to the national security of the United States, to include reservists if serving on active duty under Title 10, United States Code, authorities for Presidential Reserve Call-up, partial mobilization, or full mobilization. See also **mobilization.** (DOD Dictionary)

support—1. The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. 2. A unit that helps another unit in battle. 3. An element of a command that assists, protects, or supplies other forces in combat. (DOD Dictionary)

supporting establishment—Those personnel, bases, and activities that support the Marine Corps operating forces. See also **Marine Corps operating forces.** (MCRP 1-10.2)

sustainment—The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment. (DOD Dictionary)

unit—1. Any military element whose structure is prescribed by competent authority. 2. An organization title of a subdivision of a group in a task force. (DOD Dictionary)

validate—Execution procedure used by combatant command components, supporting commanders, and providing organizations to confirm to the supported commander and United States Transportation Command that all the information records in a time-phased force and deployment data not only are error-free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements. (DOD Dictionary)

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United States Code, Title 10, *Armed Forces*

Unified Command Plan

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2310.01E DoD Detainee Program

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1215.06 Uniform Reserve, Training and Retirement Categories for the Reserve Components

1332.18 Disability Evaluation System (DES)

1400.25 Department of Defense Civilian Personnel Management System

1400.32 DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures

3002.3 DoD Personnel Recovery – Reintegration of Recovered Personnel

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5-10 Marine Corps Planning Process

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