



UNITED STATES MARINE CORPS
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IN REPLY REFER TO:
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I MARINE EXPEDITIONARY FORCE ORDER 1300.1

From: Commanding General
To: Distribution List

Subj: MANPOWER SOURCING PROCEDURES IN SUPPORT OF SETTING THE GLOBE,
SERVICE LEVEL TRAINING EVENT, EXERCISE AUGMENTATION, AND
I MARINE EXPEDITIONARY FORCE INTERNAL REQUIREMENTS

Ref: (a) Marine Corp Operating Concept
(b) FY17 I Marine Expeditionary Force FY17 Campaign Plan
(c) JP 5-0
(d) JP 1-0
(e) MCO 3120.12
(f) MCO 3502.6
(g) MCO 1001.61A
(h) IMEFO 5000.3A
(i) NAVMC 1200.1B
(j) MARADMIN 636/09
(k) MCO 1000.6
(l) IMEFO 5320.6B
(m) MCO 5320.12K
(n) MCO 3000.13
(o) MARADMIN 232/17
(p) MCO 1300.8
(q) MCO 1300.64A
(r) MCO 1001.65
(s) MARADMIN 533/14
(t) MMIB Assessment Report Definitions
(u) MARADMIN 346/14

Encl: (1) MANPOWER SOURCING PROCEDURES

1. Situation. Deploying individual augmentation and adhoc units deploying around the world within the boundaries of setting the Globe (STG) is a complicated process that requires constant attention to detail and information management. This order will establish I Marine Expeditionary Force (MEF) procedures, responsibilities, and relationships with respect to manpower sourcing procedures in support of annual and emergent Setting the Globe (STG), Service Level Training Event (SLTE), and I MEF exercise augmentation, and internal manpower requirements.

2. Mission. This Order is published to provide guidance and foundation for manpower sourcing procedures and to establish roles and responsibilities with subordinate units in order to ensure I MEF meets the Commandant of the Marine Corps (CMC) intent of providing supported units and commanders with "the right Marine, at the right time, in the right place."

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3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Adherence to this Order will assist commanders, manpower managers and their staff in focusing on the readiness of their unit, while simultaneously providing timely and efficient manpower sourcing solutions that meet component commander, Service, and I MEF requirements. The end-state is to provide a I MEF manpower sourcing process, to supported Commanders with effective and efficient manpower sourcing solutions in order to minimize disruption to unit cohesion, deployment to dwell, and Leader-To-Led (L2L) calculations. The inter-relationship between unit Commanders and Manpower Officers at all levels of command is critical to executing this task.

(2) Concept of Operations. Changes in National Military Strategy and modification of the Commandant's priorities necessitate an ongoing process whereby priorities are captured and defined. A discussion of how Major Subordinate Commands (MSC) are tasked, and the calculus used to determine manpower availability and non-availability, is paramount to effective manpower management. Additionally, clear articulation of manpower sourcing procedures, RECLAMA procedures, and a comprehensive list of manpower-related terms is provided. In the absence of doctrinal terminology working definitions are provided.

(3) This Order is a dynamic document, subject to periodic updates as higher headquarters publishes changes. Authorization to deviate from this Order may occur as the situation requires, under the provision of the references and their updates and direction from higher headquarters.

b. Tasks

(1) Subordinate Unit Commanders

(a) Unit commanders are ultimately responsible for the accuracy of their Marines' personnel records; this data is critical to optimal identification and sourcing of manpower requirements.

(b) Implement internal control procedures at the local unit in order to comply with the responsibilities published in this Order.

(c) Ensure appropriate stakeholders in the manpower sourcing process - particularly planners, manpower officers, senior enlisted advisors and occupational managers - attend battle rhythm events that address current and future manpower requirements and reconcile issues as they arise.

(2) Assistant Chiefs of Staff/G-1

(a) Ensure compliance and provide assistance to individuals and commanders with the execution of requirements listed in this Order.

(b) Establish a common understanding with MSC counterparts, ensuring procedures used to determine available populations sourcing solutions in support of: STG requirements, ad hoc commands, Joint Individual Augments (JIA's), SLTE support, and I MEF manpower requirements.

(c) Provide planners and G35/G37/G7 staff with manpower metrics and products describing the "health" of military occupational specialty (MOS) communities, units, and MSC's as a whole. Products and metrics must enable accurate estimates of supportability and provide a capability to determine impacts to unit readiness and readiness recovery.

(d) Establish internal control procedures between MSC's and supported commanders to facilitate timely and accurate manpower sourcing.

(e) Support oversight, training, and support to commanders and Marines with manpower-specific administrative service, as needed.

c. Recommendations concerning the contents of this Order will be submitted to Assistant Chief of Staff G-1, (Attention: Operations Officer, G-1), via the appropriate chain of command.

d. This directive is distributed on the internet via the I MEF homepage at <http://www.imef.marines.mil/Staff-Sections/Principal-Staff/G-1-Admin/IMEF-Orders/>.

4. Command and Signal

a. Command. This Order is applicable to Active Duty and Reserve Component Marine Corps, Navy, other Service personnel and contractors assigned to units within I MEF.

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


LEWIS A. CRAPAROTTA

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TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
Chapter 1	CG, I MEF GUIDANCE.....	1-1
1.	CG, I MEF Priorities.....	1-1
2.	CG, I MEF Force Generation Priorities.....	1-1
3.	CG, I MEF Training Support Priorities.....	1-2
Chapter 2	SETTING THE GLOBE, FORCE GENERATION, G-1 ACTIONS.....	2-1
1.	STG, Emergent & Rotational Requirements.....	2-1
2.	STG, Sourcing Phases.....	2-1
3.	STG, Marine Corps Force Synchronization, Force Generation.....	2-1
4.	MEF G-1, Sourcing Process.....	2-1
5.	Sourcing Requirements.....	2-2
6.	Sourcing Process Roles and Responsibilities.....	2-3
7.	CCDRs.....	2-4
8.	STG, Force Generation, and MEF G-1 Actions.....	2-5
Chapter 3	AUGMENTATION IN SUPPORT OF I MEF INTERNAL REQUIREMENTS...	3-1
1.	I MEF Command Section.....	3-1
2.	I MEF G-4 MDDOC.....	3-1
3.	G-7 Augmentation.....	3-2
4.	G-7 Certification Exercise Support.....	3-3
Chapter 4	SOURCING SERVICE LEVEL TRAINING EVENTS (SLTE), TESTING AND EVALUATION SERVICE SUPPORT INITIATIVES.....	4-1
1.	Augmentation In Support of SLTE.....	4-1
2.	Augmentation In Support of Experimentation, Testing & Evaluation Service Support Initiatives.....	4-1
Chapter 5	TASKING PROCESS.....	5-1
1.	G-1 Actions Prior to Tasking.....	5-1
2.	Tasking Message.....	5-2
Chapter 6	VARIABLES IMPACTING MANPOWER AVAILABILITY.....	6-1
1.	"In Lieu Of Sourcing" - Billet Grade Substitutions.....	6-1
2.	"In Lieu Of Sourcing" - Billet MOS Substitutions.....	6-2
3.	Duty Status Code.....	6-3
4.	Duty Limitation Code	6-3
5.	TAD / Fleet Assistance Program (FAP).....	6-4
6.	"Red Line," "Critical," or "Key" Billets.....	6-4
7.	PCS/PCA Orders.....	6-6
8.	EAS Considerations.....	6-6
9.	Duty Station Location.....	6-8
10.	Stabilized Marines.....	6-8
11.	Marines selected for Special Duty Assignments (SDA).....	6-9
12.	Dwell.....	6-9
13.	Marines Approved for Retirement & Resignation.....	6-9
14.	Temporary Reporting Unit Code (TRUC)/Additional TRUC....	6-10

15.	Determination of Availability and Preponderance of the Force Assessment.....	6-10
16.	Unrestricted Officer (BMOS 8006), Unrestricted Ground Officer (BMOS 8007), and Unrestricted Enlisted (BMOS 8014) Billets.....	6-11
Chapter 7	RECLAMA PROCEDURES.....	7-1
1.	Notification of Intent to Submit RECLAMA.....	7-1
2.	RECLAMA due to Administrative Discrepancies.....	7-2
3.	Criteria for RECLAMA Data.....	7-2
4.	Post Receipt and Review of RECLAMA Data.....	7-3
Figure 2-1	STG Process: Marine Corps Roles and Responsibilities.....	2-4
Figure 2-2	STG Requirements, Joint and Service Validation Process....	2-5
Figure 2-3	Manpower Sourcing Process.....	2-6
Figure 2-4	I MEF G-1 Actions: Analysis of Manning Document	2-7
Figure 3-1	I MEF Command Section.....	3-1
Figure 3-2	I MEF G-4 Section.....	3-1
Figure 3-3	I MEF G-7 Section.....	3-2
Figure 6-1	In Lieu Of Sourcing Considerations.....	6-2
Figure 6-2	Assignment of Temporary Reporting Unit Codes (TRUC) and Additional TRUC.....	6-10
Figure 6-3	G-1 Determination of Availability / Preponderance of the Force Assessment.....	6-11
Figure 7-1	RECLAMA Process.....	7-1
APPENDIX A	FORCE MANAGEMENT/ALLOCATION LIFECYCLE.....	A-1
APPENDIX B	PRIMARY MOS CHART.....	B-1
APPENDIX C	TEMPLATE TASKING MESSAGE.....	C-1
APPENDIX D	TERMS AND DEFINITIONS.....	D-1

Chapter 1

1000. CG, I MEF GUIDANCE. In reference (a) the CMC describes how the Marine Corps will conduct the range of military operations in accordance with its Title 10 responsibilities in the 21st century. The future operating environment, largely characterized by the need to respond to limited contingencies in and around littoral areas, requires the Marine Corps to deploy and employ tailored, MAGTFs. These MAGTFs will operate and fight at sea, from the sea, and ashore as an integrated part of the Naval force and the larger Combined/Joint Force.

In order to meet the CMC's directive, I MEF will configure the MAGTF to fight and win by fluidly distributing and concentrating elements and personnel that create combat power at any scale. It is imperative I MEF ensures personnel are sourced to individual augmentation assignments and task-organized, non-standard units in a manner that balances competing, concurrent demands for limited manpower resources.

1001. CG, I MEF Priorities. In reference (b), the Fiscal Year 17 I MEF Campaign Plan, the CG, I MEF establishes priorities consistent with Service and Marine Forces Pacific (MARFORPAC) guidance. CG, I MEF establishes priorities that are ranked in the following precedence:

- Support to Deployed MAGTFs, Units, Teams and Individual Augments, to include MEF G-7 internal Expeditionary Operations Training Group (EOTG) and Advisor Training Branch (ATB) requirements.
- Generating Ready Forces in support of validated CCDR requirements.
- MAGTF/Joint Warfighting and Operational Readiness.
- Stewardship of our Resources
- Optimizing the Force for warfighting
- Clarifying the role of the MEB

1002. CG, I MEF Force Generation Priorities. Concurrent to the generation of ready forces I MEF is tasked to provide an assessment and analysis of risk to force and risk to mission, statements that provide commanders and requesting headquarters insight into the impact various requirements have upon I MEF readiness.

1003. CG, I MEF Training Support Priorities. I MEF is also tasked with the mission of manning, training, and equipping rotational forces to defined standards without adding capabilities and resources not specifically required. With deployment to dwell (D2D) calculations and L2L ratios an ever-present concern, I MEF must incorporate readiness recovery into our thought process - specifically in low density MOS communities heavily taxed to support annual and emerging STG requirements. To this end, I MEF will identify creative manpower options that provide acceptable in-lieu-of (ILO) sourcing solutions. In addition, the force generation process must ensure adequate time is provided to identify resource requirements which ensure unit cohesion and readiness recovery to the greatest extent possible.

Per CMC sourcing prioritization Combatant Commander (CCDR) requirements are directed to be sourced according to the following force generation priorities:

- Amphibious Ready Group MEUs (Southern California MEUs, 31st MEU)
- Joint Staff Named Operations: Task Force Al Asad, Task Force Al Taqqadum, Georgia Liaison Team

Enclosure (1)

- Special Purpose MAGTF Crisis Response-Central Command
- Other STG validated requirements - i.e. JIA
- Unit Deployment Program and Marine Rotational Force-Darwin
- Tactical Air Integration
- Theater Security Cooperation requirements
- Exercise and Service Requirements

I MEF must be ready to deploy and fight today while concurrently supporting the Service's effort to develop future capabilities. To ensure I MEF operates as a cohesive command element and Marine Air-Ground Task Force (MAGTF) the focus remains upon opportunities to develop core competencies, future capabilities, and experiments with modified force structure. Accordingly, CG I MEF prescribed the following prioritization to SLTE, readiness assessments, and certification exercises:

- MEF CE JTF Capable HQ (Operational Capability Assessment)
Operational Capabilities Assessment/BALIKATAN)
- MAGTF Development
MEFEX
STEEL KNIGHT
DESERT SCIMITAR
- Support to 5th MEB
- 1st MEB Capability Development
FLEET SYNTHETIC TRAINING-MEGA
DAWN BLITZ
- Ready Bench
Integrated Training Exercise (ITX)
Mountain Training Exercise
Weapons and Tactics Instructor (WTI)
- Service Directed Experimentation
Future Force 2025
- Summer Programs
PROTRAMID, CORTRAMID, Devil Pups

I MEF must continue to stringently manage the resources of time, money, equipment, and manpower while accurately forecasting future requirements in a way that improves readiness across the force. Commanders at every level are directed to include cost-benefit analysis in their decision criteria and prioritize activities that maximize unit readiness in the most economical manner. I MEF must find efficiencies in training and utilize cost-effective training tools, such as simulation, whenever feasible and practical.

Chapter 2

2000. SETTING THE GLOBE, FORCE GENERATION, G-1 ACTIONS. Title 10, U.S.C. states the Secretaries of the Military Departments shall assign forces under their jurisdiction to Component Commanders to perform missions assigned to those commands. Forces assigned to CDR are considered allocated.

2001. STG, Emergent & Rotational Requirements. In response to requirements generated by the President or SECDEF the CDR prepares plans and orders. Planners develop plans using forces and resources apportioned and allocated per the STG. The STG provides insights into the global availability of military resources and provides senior decision makers a process to quickly and accurately assess the impact and risk of proposed changes in forces assignment, apportionment, and allocation.

2002. STG, Sourcing Phases. Reference (c) states CDR develop campaign plans as a means to achieve a strategy that comprehensively and coherently integrates all directed steady-state activities (actual) and contingency (potential) operations and activities. G-3 planners align actions and resources in time and space to complete the plan, taking into account the details of force requirements, force availability, task organization, and sustainment and deployment concepts. Planners also take into account the capacity, capabilities, and restraints of current and future manpower resources in conjunction with established warfighting functions such as intelligence and logistics. During crisis action planning and deliberate planning the supported commander reviews available assigned and allocated forces that can be used to respond to potential situations. Following this assessment the Component Commander submits a RFF to the Joint Staff for forces to be allocated.

2003. STG, Marine Corps Force Synchronization, Force Generation. As outlined in reference (d) STG is a process encompassing apportionment of forces, assignment, and allocation methodologies in support of the National Defense Strategy and Joint Force availability requirements. STG presents strategic-level planners with comprehensive visibility of the global availability and operational readiness of conventional military forces and a vehicle to quickly and accurately assess the impact and risk of proposed allocation, assignment, and apportionment changes.

1. The STG process divides allocation into two categories: emergent and rotational requirements.

a. The emergent process begins with the CDR identifying a force or individual requirement that cannot be met using available assigned forces or forces already allocated. The force requirement will contain information of what type of force is needed as well as the operational risk if the force is not provided.

b. The rotational process begins with a planning order from the Joint Staff directing CDRs to submit force and JIA requirements for an entire FY. The rotational process mirrors the emergent process.

2004. MEF G-1, Sourcing Process. Manpower requirements processed through the Joint Staff and approved by the SECDEF include CDR Operations, JIA requirements as outlined in a JMD, and manpower support for Joint exercises.

Enclosure (1)

Manpower requirements not requiring SecDef approval are processed internally to the Marine Corps, and are assigned and outlined via MCBul 3120. These requirements include Individual Service Augments, MAGTF Augmentation, Service Training, COMREL, Test & Evaluation, and BISOG.

2005. Sourcing Requirements. Sourcing any requirement, whether CCDR or Service, annual or emergent, involves four phases:

1. Phase I: Requirement Identification. Involves determining the forces/capabilities required to carry out the mission or task. Requirements may be capabilities reflected as a standard unit, or reflected as a modified unit, reinforced or reduced in size, or a non-standard capability such as an Advisor-Assist Team.

a. Identifying the specifics of a MAGTF requirement includes:

(1) The designated MAGTF commander or OIC for each specified operation and subsequent rotations reporting for planning to the supported MARFOR. During the report for planning process, the MAGTF commander or OIC coordinates with the supported MARFOR and develops the requirement based on capability sets and METs identified by the supported MARFOR.

(2) MAGTF requirement development. The identification of elements of the force list reflected as a standard capability by T/O, a portion of a T/O, or as a non-standard capability, delineated by billet title/description, billet grade and required MOS. This includes establishing specific size and composition of the command element, standard and non-standard units (i.e. ILO forces).

2. Phase II: Requirement Submission and Validation. This phase includes the submission of a force request via authoritative channels and determining whether the request supports the established objectives. A critical step in requirement validation includes determining deployable force capacity to support a requirement. This includes analysis of the operating forces capacity to source and sustain validated requirements while capturing institutional risks (i.e., readiness, BOG to dwell limitations/ impacts, manning, equipping, etc.).

3. Phase III: Sourcing Solution Development. Sourcing solution development includes identifying the right force to meet a given requirement. Sourcing solutions are identified after conducting detailed analysis of inventory, commitment, institutional risks, and capacity to fulfill force requests. Tasks and missions associated with a given requirement drive the type of force to be utilized. Types of forces used to source requirements include:

a. Standard force: A mission ready, joint capable force with associated T/O&E to execute its core mission.

b. Joint Force. Joint sourcing encompasses Service providing a force/capability in place of another Service's core mission.

c. ILO. An alternative force sourcing solution (when standard force sourcing options are not available).

d. Ad Hoc. An ad hoc force, unit, or capability is the consolidation of individuals and equipment from various commands/Services or task forces in order to form deployable/employable capabilities, properly manned, trained, and equipped to meet the supported CCDR requirements. Advisor-Training teams are an example of an ad hoc force.

e. Analysis of risks factors associated with sourcing recommendations. Factors informing risk analysis include assessment of priorities, readiness status, deployment policies, and fiscal considerations.

4. Phase IV: Sourcing Solution Approval and Implementation. Includes securing Service headquarters and SECDEF approval of sourcing recommendations and release of orders/directives to deploy forces/capabilities, and formal transfer of forces from the supporting command to the supported CCDR for employment.

2006. Sourcing Process Roles and Responsibilities. Roles and responsibilities, specific synchronization actions, timelines and tools used vary by requirement type.

1. Deputy Commandant, Plans, Policies, and Operations (PP&O) is appointed the Marine Corps Global Force Manager.

2. COMMARFORCOM is designated by CMC as the Marine Corps coordinating authority for all force synchronization planning and execution.

3. COMMARFORPAC, Commander, COMMARFORCOM, Commander, COMMARFORRES, Commander, COMMCICOM, and commanders in the supporting establishment are force providers.

4. COMMARFORPAC has a dual role in the STG/Force Synchronization process. COMMARFORPAC is a force employer in support of tasks from Commander (PACOM), as well as a force provider for requirements registered by other CCDRs. Requirements assigned by PACOM are coordinated through the PACOM chain of command, and the Service is kept informed. Like other Regional MARFORs, COMMARFORPAC may have requirements that its assigned forces (I MEF and III MEF) cannot fulfill. Requirements assigned outside of the PACOM chain of command (i.e., an external CCDR or Service requirement) are sourced and coordinated through the STG and Force Synchronization process.

5. Regional MARFORs, are force employers. Regional MARFORs support their respective CCDRs and advise PP&O of potential requirements for Marine Corps forces.

6. The table below, taken from reference (e) summarizes joint staff and Marine Corps roles and responsibilities throughout the STG process.

Enclosure (1)

ROLE	JOINT STG (CCDR REQUIREMENTS)	USMC Force Synchronization (CCDR & Service Requirements)
Process Owner	SECDEF	CMC
Process Manager	JS J-35 North (J-35N)	DC, PP&O
Requirements Generator	CCDRs, OSD	MARFORs, NAVFORs, SE, CMC/Chief of Naval Operations (CNO)
Sourcing Coordinator	JS J-35 South (J-35S)	MARFORCOM
Force Providers	Joint Force Providers	MARFORPAC (I, III MEF), MARFORCOM (II MEF), MARFORRES, SE

Figure 2-1, STG process; Marine Corps Roles and Responsibilities

2007. CCDRs. SECDEF assigns forces to CCDRs so they can accomplish their missions and objectives. CCDRs may require additional resources beyond assigned forces to accomplish operational missions.

1. Conventional force requirements include CCDR requests for forward deployed MAGTFs such as the MEU, task forces, detachments, and teams. CCDR operational requirements also include forces needed to support TSC activities that are not CCDR Joint exercises (e.g., mobile training teams, subject matter expert exchanges, and counter-drug training teams). In any given fiscal year, CCDRs, Joint Staff, Service components, and Services develop rotational requirements for FY+2. For example, FY15 requirements are developed and submitted during FY13. The Joint Staff convenes the STGB to determine ongoing and future demand and validates CCDR requirements.

2. MARFORCOM receives validated FY force requirements from Joint Staff and, in coordination with HQMC, analyzes Service capacity to meet the sourcing requirement. Capacity analysis hinges primarily upon whether the requirement is a valid USMC competency, and the availability and sustainability of forces to support the mission. Following this assessment MARFORCOM presents sourcing recommendations to DC PP&O. After this initial analysis, the Marine Corps will concur, concur with comment, or non-concur to sourcing a given requirement.

a. If the Service concurs MARFORCOM enters requirements into the USMC Force Synchronization Playbook, or "Playbook." Playbook is a web-based tool that captures baseline requirements and allows MARFORs, MEFs and the SE to view global requirements, missions/tasks, and determine sourcing feasibility and associated risk if tasked to source. MARFORCOM maintains an updated working version of Playbook on the MARFORCOM G3-5-7 website (SIPR).

b. Once a requirement is registered in Playbook, COMMARFORCOM, in coordination with MARFORPAC, MARFORRES and the SE, develops sourcing solutions. During FSC designated command representatives provide sourcing solutions in support of rotational force requirements.

3. The Marine Corps force synchronization process is directly linked to the Joint STG cycle. The CMC employs a quarterly FSC to develop informed force allocation recommendations and/or decisions. The FSC process enables

Enclosure (1)

service-wide coordination and alignment of force generation actions. Additionally, the FSC supports Title 10 responsibilities to properly man, train, and equip nominated forces/units for forward deployment and employment. The FSC promotes a holistic approach to resourcing through identification, de-confliction, and scheduling of Marine Corps forces through the forming, training, and deployment life-cycle.

a. At the conclusion of the FSC unsourced requirements will be re-staffed using a FOS query to source and sustain unresolved requirements. MARFORCOM captures recommended force sourcing solutions in Playbook and formally staffs recommendations across the Marine Corps. DC PP&O adjudicates divergent force sourcing solutions and approves final recommendations on behalf of the CMC for publication in MCBUL 3120. The MCBUL contains USMC inputs to the STGAP.

b. Upon CMC approval, MARFORCOM, on behalf of DC PP&O, forwards Marine Corps sourcing solutions to the joint staff, who consolidate Service and CCDR responses and forwards final recommended sourcing solutions for input to the SECDEF Operations Book. Upon adjudication and consolidation of Service and CCDR input, SecDef approves a FY GMFAP and supporting annexes.

c. The STGAP is the SecDef EXORD for all allocated forces. The STGAP directs the transfer of forces from supporting CCDRs and Military Departments, and attachment to supported CCDRs effective on the start date of the requirement. The graphic below provides an overview of the relationship between development of STG requirements, joint and service force validation and sourcing process, and MEF receipt of requirements.

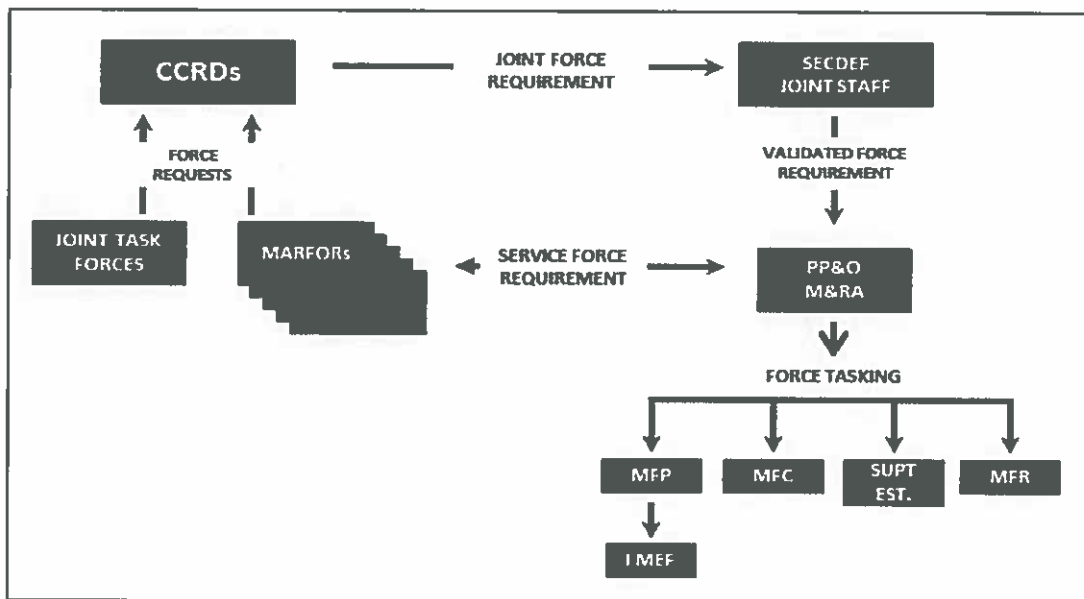


Figure 2-2, STG Requirements, Joint and Service Validation Process

2008. STG, Force Generation, and MEF G-1 Actions. As stated in the I MEF FY17 Campaign Plan, I MEF is an integral force provider for Joint and Service force requirements. To meet this objective CG, I MEF established a LOO specific to force management, one that ensures I MEF will meet all Service, CCDR and Component Commander tasks and responsibilities:

Enclosure (1)

"Generate MAGTFS and formations ISO STG and Service requirements and manage resources"

1. The lead agencies supporting this LOO are I MEF G-35 with G-1, G-33, G37, G-3 Air, G-4, G-7, Force Surgeon, and MSC's as supporting agencies. Appendix (A) demonstrates the cyclical nature of the MEF Force Allocation Lifecycle, and the inter-relationship of CMC sourcing priorities toward validated requirements, the G-1/G-35 nexus in development of sourcing options, and MSC identification of available forces.

a. Per reference (f) the focus of the Marine Corps force generation process is to generate operationally ready forces through the aligned efforts of HQMC, the operating force, and the supporting establishment.

b. Similar to the STG process the G-1/manpower sourcing process is composed into four phases. Each phase is predicated upon a recurring validation process where requirements are analyzed based upon core skills required for successful employment by the gaining force commander. Thorough analysis throughout the entire process, but especially in the initial stages of requirement identification, will ultimately increase readiness across I MEF. Participants at every level are required to consider alternative sourcing solutions that will achieve the core skills required while increasing overall readiness. A cyclical feedback process between I MEF and higher headquarters is critical to achieving this end.

c. The G-1 incorporates four phases into the manpower sourcing process: (1) Development of Requirement (PP&O, MARFOR, Service), (2) Sourcing of Requirement (MARFOR to MEF), (3) Identification of Sourcing Solutions (MEF to MSC), and (4) Assessment (GFC to MARFOR). The graphic below encapsulates this process.

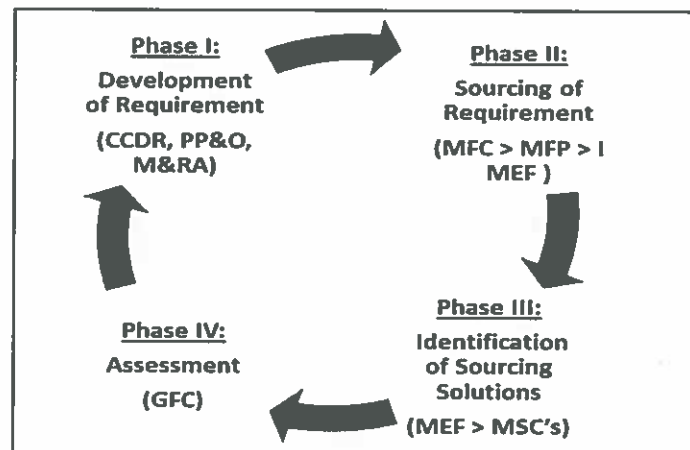


Figure 2-3, Manpower Sourcing Process

(1) Phase 1: Development of Requirement (Timeline: up to 12 months from operational deployment). During this phase CCDR planners and staff submit requirements to the Joint Staff, Service reviews and validates via the STG and FSC process. Concurrent G-1 actions include providing planners with manpower-specific metrics based upon the anticipated CCDR force capabilities requirements and recommended Marine Corps force options. G-1

Enclosure (1)

personnel will analyze validated requirements, develop initial sourcing solutions and provide feedback and potential impacts associated with sourcing. In particular, G-1 will assess the impact of sourcing on "stressed" HDLD MOS's, and paygrades, as well as requirements which could potentially impact aggregate and unit "red line" thresholds. "Red line" criteria is discussed further in Chapter 6.

(a) Based upon G-1 analysis and assessment of MEF's ability to provide viable sourcing solutions, and impacts associated with sourcing to stipulated requirements, the MEF can prepare requests to higher headquarters and Service for global sourcing.

(b) If a JMD requirement is determined to be non-supportable, the G-1 will submit a request to higher headquarters based upon shortfall analysis, as outlined in reference (g). Upon receipt of shortfall request MARFORPAC will cross-level personnel and determine supportability between Headquarters MARFORPAC, I MEF and III MEF. If Headquarters MARFORPAC collectively is unable to resource organic personnel, the shortfall will be relayed to MARFORCOM as the coordinating authority for force allocation planning.

(2) Phase 2: I MEF Receipt and Sourcing of Validated Requirement (Timeline: Between 6-12 months from operational deployment). Requirements are tasked to I MEF, via the STG/FSC process. Manpower requirements are stipulated in the form of a validated manning document, provided to the MEF by PP&O, MARCENT, and MFP.

(a) Manning documents are developed by planners at the supported CCDR, validated by Service through the STG/FSC process and assigned via MCBUL 3120. Upon receipt of a validated manning document or IA requirement, I MEF G-1/G-35/G-37 will conduct analysis of requirements and develop sourcing solutions as outlined below.

I MEF G-1 ACTIONS: ANALYSIS OF MANNING DOCUMENT	
Determination of I MEF supportability/capacity analysis based upon:	1. Prioritization of requirement (based upon established CMC/I MEF prioritization of sourcing)
	2. Current STG/internal requirements for requested billet grade/billet MOS (BMOS/BGRD)
	3. Forecasted/Emergent requirements for requested BMOS/BGRD
	4. Aggregate staffing goal for BMOS/BGRD
	5. Assessment of on-hand availability* for BMOS/BGRD
MSC Sourcing Solutions based upon:	1. BGRD required
	2. BMOS required
	3. Acceptable ILO Sourcing Solutions**
	4. Designated timeframe for employment/deployment
	5. Deployment length for each billet
	6. Security clearance requirements
	7. Additional qualifications the incumbent must possess
*G-1 planning factors used to determine personnel availability are further outlined in Chapter 6.	
**ILO sourcing solutions will be reviewed by I MEF OccFld Advocates & G-35 prior to submission to GFC/MARFOR for approval.	

Figure 3-4, G-1 Actions: Analysis of Manning Document Requirements

Enclosure (1)

1. G-1 determination of supportability and capacity analysis will focus upon current and forecasted requirements and the MSC/unit that owns the "preponderance of the force."

2. Whenever possible, G-1 will propose ILO sourcing solutions as a means to further expanding the number of available personnel/improving readiness for I MEF commodities. Requests for ILO sourcing will be made based upon a comparison of critical requirements for the particular billet and core skills which achieve that purpose. Submission of ILO requests must be a collaborative process between G-1, G-35, and I MEF Occupational advocates based upon quantifiable analysis of I MEF capacity to support and, conversely, the negative impacts to readiness. A comprehensive listing of ILO sourcing solutions is included in enclosure (2).

3. Additional attention will be paid to requirements coming from HD/LD, or "Stressed MOS" communities. Although no doctrinal definition of HD/LD or "Stressed" MOS's exists I MEF G-1 utilizes a working definition of HD/LD communities based upon mathematical analysis, specifically: the number of deployable on-hand personnel (not currently deployed or stabilized for an upcoming STG requirement) within a specific MOS subtracted from non-deployable criteria - specifically dwell, in receipt of PCS orders, EAS date within 6 months, legal, medical and separation leave. A threshold of 70% on-hand availability has been established to categorize an MOS as a "Stressed MOS" community.

(3) Phase 3: Identification of Sourcing Solutions, Official Tasking (Timeline: 6 months from operational deployment): During phase three MEF G-1 identifies sourcing solutions based upon validated requirements, conducts feasibility of support assessments, and solicits I MEF occupational field manager recommendations regarding sourcing solutions. During this phase G-1 formally tasks MCS's to provide nominees who meet requirements according to business rules described in this Order.

(a). Feasibility of Support (FOS) requests. It is standard procedure, when the timeline for identification supports, to conduct a FOS prior to formal tasking. The FOS will direct MSC's to provide feedback and commentary to the potential requirements. This information, in addition to recommendations provided by MEF Occupational Field managers will be incorporated into sourcing considerations and ultimately tasking of requirements among MSC's.

(b). Release of a formal tasking message will a coordinated effort between the G-1/G-35/G-37 and G-7 (exercise support), each of whom have official tasking authority on behalf of the G-3. MEF G-1 formally tasks MSC's through the release of an AMHS tasking message according to timelines specified by the pre-deployment training continuum.

1. Personnel may become non-deployable/ineffective during pre-deployment training due a range of issues including injury, legal action, or selection for HQMC special duty assignment or commissioning programs.

Enclosure (1)

2. Close coordination between G-1, the supported commander, and MSC leadership must take place in order to ensure minimal delay and loss of pre-deployment training opportunities.

(4) Phase 4: Assessment. (Timeline: Deployment + 90 Days): G-1 reviews feedback provided by gaining force commander, in the form of an in-theater assessment. Based upon the current unit commander's recommendations for modification or refinement to existing manning documents the G-1, in conjunction with MSC G-1's and MEF Force Generation personnel, will assess sourcing solutions and impacts upon future rotations.

Enclosure (1)

Chapter 3

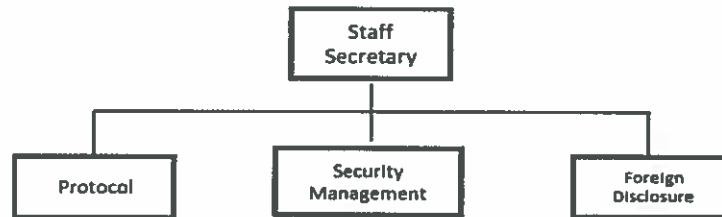
3000. AUGMENTATION IN SUPPORT OF I MEF INTERNAL REQUIREMENTS

Figure 3-1, I MEF Command Section

The I MEF Command Section consists of the Staff Secretary, Foreign Disclosure Officer, Protocol Officer, and Security Manager, as depicted in the figure below.

3001. I MEF Command Section

1. Augmentation to I MEF Command Section includes support to the Protocol Section in the form of Aide support to the I MEF CG and DCG, and vehicle driver support. Augmentation to the Security Manager includes providing Marines to support the Security Manager in managing the I MEF Command Information and Personnel Security Program and the formulation and execution of the I MEF security awareness and education program.

2. Validation of SSEC augmentation will take place on a recurring, quarterly basis in order to ensure personnel requirements are appropriately staffed and with minimal impact to sourcing MSC's. De-confliction of billets that call upon high demand/low density MOS communities will be forwarded to the MEF G-1/Chief of Staff (CoS) for review and adjudication.

3002. I MEF G-4 MDDOC. The MDDOC is tasked with coordination, integration, and support of joint end-to-end deployment options to include Maritime Prepositioning Force (MPF) and distribution processes and systems to facilitate effective throughput of personnel, equipment, and sustainment through the JDDE in order to support I MEF strategic, operational, and tactical mobility operations to include support for training exercises and evolutions.

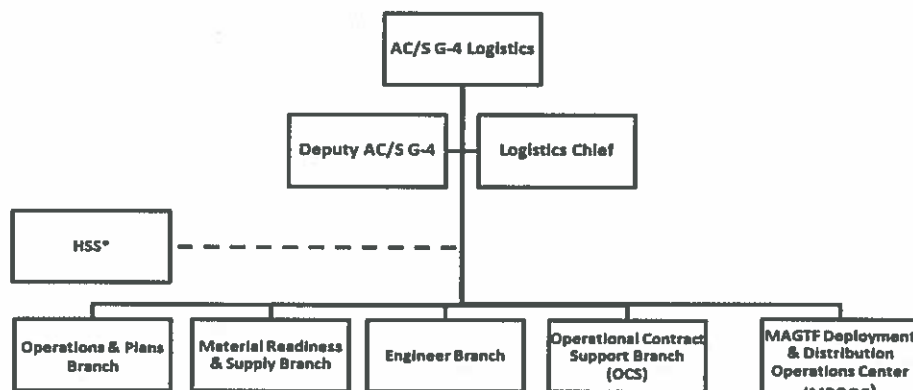


Figure 3-2, I MEF G-4 Section

MDDOC assists in the execution of force flow in support of COCOM/MARFOR force closure priorities by synchronizing transportation resources to enhance combat effectiveness and meet the priorities of the CCDR. Additionally, the MDDOC coordinates all strategic lift to move the forces to/from the Aerial and Sea Ports of Embarkation/Debarcation and facilitates MDDOC representation at the theater JDDOC. The MDDOC controls all I MEF garrison and deployed requirements for lift, lift support, and movement control based on the MAGTF Commander's priorities of movement through all operational phases and the eventual redeployment of forces.

1. G-4 MDDOC requirements will be formalized based upon the G-4's assessment of troop-to-task requirements in association with TEEP obligations.

2. G-4 MDDOC, in coordination with G-1 and supporting MSC's, will validate augmentation requirements quarterly to ensure G-4 MDDOC is provided robust logistical support with minimal impact to sourcing MSC's. De-confliction of billets that call upon high demand/low density MOS communities will be forwarded to the MEF G-1/G-4 for review and adjudication.

3003. G-7 Augmentation. The Assistant Chief of Staff, G-7 is directly responsible to the CG for matters pertaining to pre-deployment training in special skills and amphibious raid training for deploying MEUs, including the 31st MEU. G-7, dual-hatted as the OIC of EOTG, trains and evaluates deploying Marine Expeditionary Units, and other designated forces, in select individual and collective tasks, and evaluates their ability to conduct assigned MET's in order to prepare those forces to support the Geographic Combatant Commanders.

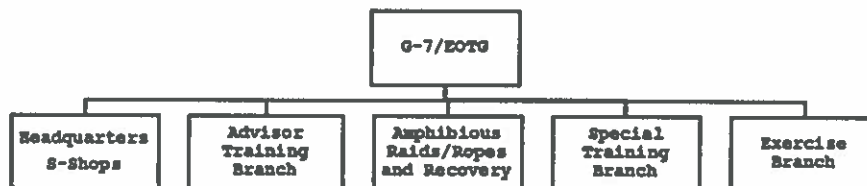


Figure 3-3, I MEF G-7 Section

1. The G-7 consists of a Headquarters Section, an Exercise Branch, an ATB, Amphibious Raids, Ropes and Recovery Branch, and Special Training Branch.

a. The Headquarters Section provides support to on-going training activities of the branches, in addition to planning and executing MAGTF-level exercises. Exercise Branch oversees design and execution of SPMAGTF-CC and MEU certification exercises. Advisor Training Branch is tasked with providing individual and collective training for I MEF Advise/Assist teams. The Amphibious Raids, Ropes, and Recovery Branch provides individual and collective (Company-Level) training for MEU's and SPMAGTF's. Special Training Branch provides specialized individual and collective training to MEU Maritime Raid Force and Recon elements.

b. G-7 augmentation is quantified based upon G-7's assessment of troop-to-task requirements in association with TEEP obligations. G-7, in coordination with G-1, G-3, and supporting MSC's, will conduct a quarterly validation of requirements as a means to ensuring G-7 is adequately staffed. G-7 augmentation billets will typically be a year in length as nominees must

be trained internally to an appreciable standard, allowing them to effectively appraise supported units' performance during certification exercises.

(1) MSC's are tasked to source G-7 billets with Marines who present minimal impact to the parent command's mission. The G-7 should not be viewed as an "offload" for Marines pending legal action or significant medical issues. Rather, Marines categorized as non-deployable due to an EAS which doesn't support full deployment.

(2) Marines who elect to separate in lieu of extension or re-enlistment to support unit deployments should be considered primary means to sourcing the G-7. In particular, Marines with recent operational experience and formal training in skills packages such as Helicopter Ropes Suspension Techniques or mountain warfare training should be considered for augmentation to G-7.

3004. G-7 Certification Exercise Support. Manpower augmentation for certification exercises are identified during initial planning by planners permanently assigned to G-7. Exercise support requirements will be driven by MET's assigned to the supported unit.

1. During initial planning conferences for each exercise MSC's are directed to provide an assessment of supportability for billet. G-7 will clearly identify exercise support requirements in the form of a manning document, which includes BGRD/BMOS criteria and the timeline for employment/deployment. Remarks citing additional qualifications needed, if necessary, will be included in the manning document.

2. G-7 planners must be prepared to consider and authorize ILO sourcing solutions wherever possible, as MOS communities are challenged to provide exercise support while concurrently conducting pre-deployment exercises with their parent commands. G-7 must ensure exercise support is designed in an efficient manner, utilizing minimal manpower resources to the greatest extent possible while simultaneously providing challenging exercise venues that meet evaluation criteria in a safe and productive manner.

Enclosure (1)

Chapter 4

4000. SOURCING SERVICE LEVEL TRAINING EVENTS (SLTE), TESTING & EVALUATION, SERVICE SUPPORT INITIATIVES

4001. Augmentation In Support of SLTE. As outlined in reference (h) the I MEF G-37, Force Development and Training, is an O-6 led staff sub-directorate directly responsible to the AC/S G-3 for matters pertaining to formal training management and resource planning to support SLTE. Of the various functions prescribed to the G-37 the most pertinent in terms of manpower sourcing is the G-37's development and management of FOS requests for unit and capability sourcing in support of SLTE.

1. SLTE are training events that prepare Marine Corps Operating Forces for deployment. SLTE are specifically tailored to maintain proficiency in core MET's, building competency in core-plus METs, and achieving overall readiness to execute assigned missions and tasks. LSE, ITX, and TMIC are examples of Service Training exercises.

2. Service training requirements are identified and scheduled in parallel with sourcing solution development through the Service Training Working Group, which convenes during the quarterly Force Synchronization Conference. Once a unit has been identified as part of a sourcing solution, it will review its mission and the training required to prepare to execute that mission using METs (core or core-plus).

3. Development of manpower augmentation requirements in support of SLTE is the responsibility of planners and commodities assigned to supported agencies, specifically Marine Corps Air Ground Training Center for ITX and TMIC, and Marine Aviation Weapons and Tactics Squadron-1 (MAWTS-1) for WTI courses.

4002. Augmentation In Support of Experimentation, Testing & Evaluation Service Support Initiatives. MCOTEA, Camp Pendleton is the primary West Coast T&E agency.

1. MCOTEA's mission is to provide operational testing and evaluation for the Marine Corps and to conduct additional testing and evaluation to support the Marine Corps' mission to man, train, equip, and sustain a force in readiness.

2. G-37 is the lead MEF agency tasked with providing coordination and support to MCOTEA. Recent operational T&E events include Amphibious Combat Vehicle testing, Joint Light Tactical Vehicle testing, and Body Armor and USMC Pack Fit Studies.

3. MCOTEA, in conjunction with Marine Corps Warfighting Laboratory, determine manpower requirements prior to each T&E event; these requirements are subsequently sent to MARFORCOM for tracking and sourcing coordination through the Force Synchronization process.

(a) MARFORCOM maintains a T&E spreadsheet that aggregates all T&E requirements for Operating Force support. The MARFORCOM T&E spreadsheet allows the T&E community and supporting agencies to prioritize and de-conflict requirements against other demands for Marine Corps forces and capabilities. MARFORCOM Playbook includes a tab labeled 'Service Test and Evaluation' to allow oversight of T&E events.

Enclosure (1)

(b) T&E events require a FOS for sourcing to begin. The requesting T&E organizations must submit a FOS in order to codify, in detail, the operational support (manpower and resources) required. A FOS is sent via message traffic to MARFORCOM, MARFORPAC, and MARFORRES. T&E organizations generally release FOS messages to the Operating Forces a minimum of 90 days prior to the start of a T&E event. Operating Forces will have 30 days to properly evaluate and respond to a T&E FOS.

4. T&E events which are most optimally sourced through unit sourcing solutions are typically tasked via G-3 channels. T&E events requiring individual personnel only, the FOS message will be submitted in close coordination with MEF G-1.

Chapter 5

5000. TASKING PROCESS. Manpower sourcing considerations involves conducting detailed analysis of inventory, commitment, institutional risks, and capacity to fulfill force requests and nomination of specified forces and capabilities to support given requirements. Identifying the 'right force' to meet a given requirement must include a review of the potential impacts to readiness across a range of activities and readiness including fiscal, manning, equipment, and training. Policies for operational deployment, D2D, L2L calculus, operational tempo, and personnel tempo also must be taken into consideration. Effective analysis of MCTFS data is directly tied to unit commanders' maintenance and oversight of personnel records. PACs throughout I MEF, elements of Marine Corps Installations-West, are supporting agencies of this effort, and are charged with the task of providing administrative support to I MEF personnel and their dependents. PAC leadership has established a business standard of five working days between receipt of source documents and transaction. It is the responsibility of Marines at every level to ensure timely actions are taken to resolve administrative discrepancies, as actionable manpower information will lead to timely and accurate sourcing of service requirements.

5001. G-1 Actions Prior to Tasking. The means to officially task MSC's is the release of an official message in AMHS, an example of which is included in Appendix C. Modifications to original tasking messages will be announced through AMHS and will reference the original tasking message. The tasking message will direct MSC's to provide nominee according to an appropriate timeline and also include coordinating instructions and information pertinent to the requirement, in particular the date the nominee is scheduled to report.

1. MEF G-1 will query MCTFS data to assess the most optimal manpower sourcing solution. MEF G-1 will determine the MSC best postured to support the requirement based upon planning factors that include: an assessment of personnel availability (incorporating non-deployable/ineffective factors derived from MCTFS data), the percentage of personnel on-hand/available compared to ASR, and the percentage of personnel available compared to SG at the unit level.

a. Availability - Individual Marine. Factors affecting individual Marines' availability are discussed in Chapter 6.

b. Availability - Unit level. ASR is a HQMC, M&RA computer-generated report indicating the grade and skill billet mix authorized for an MCC based on the best estimate of gross number of manpower assets available for distribution.

1. The ASR is composed of the authorized strength (manning level) for FMF units and the latest HQMC approved T/O for non-operational force units. The ASR is constrained by DoD approved end-strength limitations, Service-directed growth (emergent requirements) and is updated semi-annually.

2. SG is a computer-generated assignment target that provides an equitable distribution of grades and skills according to inventory availability and current distribution policies. Staffing goals

Enclosure (1)

change continuously, reflecting changes in chargeable inventory, future force initiatives, retention incentives, and authorized personnel strengths.

(a) SG is prepared by an optimizing process in which the inventory grade and skill mix is compared to the authorized mix specified by each command's authorized strength. The process allocates goals in direct relation to each command's staffing precedence.

(b) The majority of commands within I MEF fall into the Operational Forces staffing precedence, whose minimum staffing level is 95 percent of T/O for officers and 97 percent for enlisted (subject to available inventory).

5002. Tasking Message. A message will be released via AMHS which constitutes formal tasking to provide manpower in support of a STG requirement - whether an ad hoc command, SLTE, or temporary I MEF internal requirement.

1. Tasking messages will include at minimum: points of contact, nominee due dates, billet grades and MOS's required, deployment length, EAS cut-off, RECLAMA due date, and reporting instructions (if available at time of tasking).

2. Tasking timelines will generally require nominees to be submitted within 30 days of formal tasking. Nominee submission within this timeline consistently results in a better trained, more prepared force on specified report dates.

Enclosure (1)

Chapter 6

6000. VARIABLES IMPACTING MANPOWER AVAILABILITY

1. Determination of Available Population. Manpower requirements and available population are determined based upon four main criteria: information contained in MCTFS, mission dates and/or dates of employment/deployment, and required MOS and billet grade. Available populations will be included using the following standard MCTFS data elements, each data item should be considered by MSC's as they develop individual sourcing solutions:

1. Individual's full name
2. EDIPI
3. Component Code
4. Present Grade
5. Present Grade Code Description (1stSgt/MSgt)
6. Date of Rank
7. Select Grade
8. Geo-location code
9. Base/Station
10. Primary MOS
11. Additional MOS (1)
12. Additional MOS (2)
13. PMCC
14. Date Joined Present Unit
15. Date Current Tour Began
16. Platoon Code
17. Billet Identification Code
18. Billet Description
19. FMCC
20. Slated Estimated Date of Departure (PCS/PCA)
21. Parent command installation location
22. Major Subordinate Command to which assigned
23. TRUC
24. Additional TRUC
25. Duty status code
26. Draw Case Code
27. EAS Date
28. Planned Retirement-Reenlistment Date
29. Gender
30. Armed Forces Active Duty Base Date
31. Overseas Control Date
32. Deployment-to-dwell calculation, including dwell amount & end date

6001. "In Lieu Of Sourcing" - Billet Grade Substitutions. Personnel will be considered as meeting billet grade criteria if they fall into the constraint of "one up, one down" from the designated rank.

1. In lieu of BGRD sourcing is commonplace; however, in cases of MOS convergence, such as Intelligence Officers going from 0203 to 0202 at Captain (and upon completion of MAGTF Intelligence Officer Course), and where the BMOS is clearly indicative of a certain rank, such as BMOS 0369, higher headquarters approval would be necessary.

2. Several JIA billets will not allow ILO BGRD substitutions. Marine Corps Tracking Module (MRTM), the repository of JIA information and nominee submission will indicate billets that do not allow ILO BGRD sourcing.

Enclosure (1)

6002. "In Lieu Of Sourcing" - Billet MOS Substitutions. Marines belonging to HD/LD MOS populations are required to support a wide range of competing requirements and, as a result, often experience high personnel tempo. High operational tempo in HD/LD MOS communities often results in attrition within the senior enlisted and field grade officer ranks, creating additional institutional risk/strain upon the force.

1. As a means to increasing readiness and retention in HD/LD MOS's the G-1 is directed to resource personnel according ILO billet MOS's whenever possible. ILO BMOS requests will be based upon an assessment that ILO BMOS communities provide comparable core requirements with less negative impact upon overall readiness. Requests for ILO sourcing will be a coordinated effort; G-35 Sourcing will provide oversight of the request, ensuring I MEF Occupational Field manager have determined ILO sourcing solutions adequately meet the core skills and capabilities required. Enclosure (2) provides a framework for ILO consideration.

2. Examples of ILO sourcing solutions include the following:

TASKED REQUIREMENT	OCCFLD CATEGORY	OCC FIELD	ILO SOURCING SOLUTION
EXPLOSIVE ORDNANCE DISPOSAL OFFICER (O3/2305)	COMBAT SERVICE SUPPORT	AMMO - EXPLOSIVE ORD DISPOSAL	1. EOD TECHNICIAN (E7-E8/2336)
Staffing: The I MEF 2305 community includes approximately (15) officers, the majority of which belong to 7th Engineer Support Battalion (ESB), 1st Marine Logistics Group. In comparison, there are approximately (28) E7-E8 2336 EOD Technicians assigned to 7th ESB - making the SNCO ILO sourcing solution a more supportable & sustainable sourcing solution.			
Capabilities: Reference (i) requires five years of service as a 2336 EOD technician as a pre-requisite for selection to 2305 Warrant Officer/ Limited Duty Officer. There is little to no capabilities lost as a result of 2336 ILO sourcing.			
TASKED REQUIREMENT	OCCFLD CATEGORY	OCC FIELD	ILO SOURCING SOLUTION
GROUND SUPPLY OFFICER (O-3/3002)	COMBAT SERVICE SUPPORT	FINANCIAL MANAGEMENT	1. SUPPLY ADMIN AND OPERATIONS SPECIALIST (E7-E8/3043)
			2. CONTINGENCY CONTRACT SPECIALIST (E7-E8/3044)
			3. GROUND SUPPLY OPERATIONS OFFICER (W2-W3/3010)
Staffing: There are approximately (95) company grade Supply Officers within I MEF, the majority of which belong to 1st Marine Division and 1st Marine Logistics Group. Additionally, there are approximately (48) E7-E8 3043 Supply Admin/Operations Specialists in I MEF - increasing the potential population by 50%. A tertiary sourcing solution includes (6) E7-E8 Contingency Contracting Specialists, and (8) W2-W3 3013 Ground Supply Operations Officers. Inclusion of 3043/3044/3010 ILO solutions provides for more supportable & sustainable sourcing, with minimal impact to capabilities/GFC.			
Capabilities: Per reference (i) Ground Supply Officers (PMOS 3002) and Supply Admin/Operations Specialists are responsible for similar functional tasks, particularly designing/planning supply chain activities with the objective of leveraging worldwide logistics, synchronizing supply with demand, and measuring performance and facilitating accountability. Therefore, a mid-grade First Lieutenant of or junior Captain 3002 will likely have comparable experience and technical skill as an E7-E8 3043; however, the 3002 may not have the operational experience of an experienced 3043.			

Figure 6-1, In Lieu Of Sourcing Consideration

Enclosure (1)

6003. Duty Status Code. Personnel will not be considered available if their MCTFS duty status code includes the following data:

Duty Status Code - Description

- 2 - Casualty, not full duty
- 3 - Reserve programs
- 4 - Transient; for further transfer or further transportation
- 5 - Awaiting separation
- 9 - Absentee/deserter returned to military control post-EAS
- B - Awaiting Action from Higher Authority
- C - Administrative Status
- D - Medical
- E - Confined, Awaiting trial by court martial
- F - Summary Court Martial
- G - Special Court Martial
- H - Confined, serving sentence of General Court-Martial
- I - Unauthorized Absence
- K - Missing (Unauthorized Absence)
- L - Administrative Discipline
- M - Confined, held beyond EAS
- N - Quarters
- O - Patient Hospitalized from Combat Zone
- P - Patient Hospitalized
- Q - Other, status not otherwise defined
- R - Home awaiting results of physical evaluation board
- S - Declared deserter
- T - Temporary disability retired list
- X - Home awaiting administrative discharge (other than EAS)

6004. Duty Limitation Code. Reference (j) outlines the Marine Corps limited duty and disability processing.

1. Marine Corps policy specifies that Marines with a medical condition existing that precludes them from being in a full duty status for more than 60 days require a medical evaluation board and reporting of their duty limitation status in Medical Board Online Tri-service Tracking System, Medical Readiness Reporting System, and the MCTFS.

2. Duty limitation codes identify restrictions to combat or other types of duty. Duty limitation codes are displayed in MCTFS/3270 in the RT01 and TOUR screens.

(a) Duty Limitation Code "D" indicates Marines who are medically non-deployable, as judged by a competent medical authority. Implies the marine will enter the medical treatment and reporting system.

(b) Duty Limitation Code "Q" indicates Marines who are assigned a temporary limited duty (TLD) status by an approved medical evaluation board. This code is entered in MCTFS by the Marine's command when a Marine is placed on TLD as the result of a MEB by competent medical authority or is undergoing disability evaluation. The code is removed from MCTFS by the Marine's command when the Marine has been returned to full duty by a competent medical authority or found fit by the Physical Evaluation Board. The duty

Enclosure (1)

limitation "q" code is not to be confused with the duty limitation "D" code or the duty status "Q" code.

(c) Duty Limitation Code "S" indicates Marines retained in a permanent limited duty (PLD) status as a result of SECNAV action. This code is only authorized, entered and removed from MCTFS by DC, M&RA (MMSR-4).

1. Entry of duty limitation codes "D" "Q" and "S" will automatically change a Marine's duty status to "D," medically non-deployable. Marines whose records include these duty limitation codes will not be considered available for sourcing.

6005. TAD / Fleet Assistance Program (FAP). Personnel will not normally be considered available if their MCTFS duty status code includes the following data:

Duty Status Code - Description

A - TAD

Y - FAP

1. TAD. Reference (k) states that temporary duty or TAD orders are to involve one journey away from the Marine's duty station or primary residence, in the performance of prescribed duties at one or more places, and direct return to the starting point upon completion of such duties. MCTFS doesn't articulate the duration that a Marine will be assigned a TAD status. Because of the unknown duration and location of a Marines' TAD duty status they are considered non-available.

2. FAP. Reference (l) outlines FAP requirements, which are assigned by Marine Corps Installations-West.

(a) The FAP is a formalized process whereby I MEF units provide personnel on a temporary basis - typically 6-12 months in duration - to support Camp Pendleton Installation commands. FAP is a means to providing personnel augmentation to compensate for the increased workload generated by the presence of I MEF units while in garrison. FAP billets typically require training either through unit-level events or formal training, and are reviewed and validated annually by the MEF FAP Coordinator in conjunction with the Marine Corps Installations-West FAP Coordinator and MSC G-1's.

(b) Because of the interdependent nature of FAP requirements personnel assigned to FAP will not be considered available for STG or exercise support purposes.

6006. "Red Line," "Critical," or "Key" Billets. The terms "red line billets," "critical billets," and "key billets" are used interchangeably when discussing manpower; however, they are defined and governed by different doctrinal publications.

1. The term "red line" as defined by DC, M&RA, revolves around a unit's aggregate staffing in relationship to the command's staffing precedence level, per reference (m).

2. Per reference (n) unit commanders subjectively identify "Critical MOS's" as those personnel belonging to MOS communities whose capabilities have the largest detrimental impact on the unit's readiness. Defense

Enclosure (1)

Readiness Reporting System-Marine Corps directs Commanders to identify three critical MOS's within their command; however, the Order also gives latitude to describe as many as ten MOS's as critical. Updated guidance, published in reference (o), states that critical MOS's will be automatically populated according to unit type for core and assigned missions. Additionally, for assigned missions, units will use the provided critical MOS list and also identify additional MOSs deemed critical to accomplishing the assigned mission.

3. "Key billet," as defined by reference (p) is an overseas position (officer, warrant officer, or senior enlisted Service member positions only) where the "continued presence of the incumbent is absolutely essential to the mission of the activity or unit or to the United States' presence in that area." Nonetheless, commanders may describe personnel as serving in "key billets" based upon billets outlined in MOS "road maps." Thus, personnel assigned to sourcing requirements while serving in key billets may be viewed unfavorably by promotion/selection boards, and should be avoided if possible.

4. Because "red line," "critical" and "key billets" are subjective and largely driven by each unit's mission, a comprehensive list is impractical. However, personnel serving in the following billets listed below will generally be considered unavailable for sourcing:

a. Regimental/Group/Battalion/Squadron Commanders.

b. Field Grade officers within units who would otherwise have only one remaining Field Grade officer on-hand.

c. Personnel serving in "1-deep" billets. Nomination of personnel serving in "1-deep" billets will warrant additional consideration of the impact of their assignment. Additionally, requirements for Marines serving in the grade of E-9 will be coordinated with, and subject to approval by the I MEF Commander with a recommendation from the I MEF Sergeant Major. Examples include:

- Unit EKMS Manager
- Unit Career Planners
- Unit Sergeants Major
- Unit Chemical, Biological, Radiological, Nuclear Officers
- Infantry Weapons Officers (Gunner)

d. Officers selected by the Command Screening Board. Officers who are eligible to be selected for command are outlined in reference (q) and includes Lieutenant Colonels, Lieutenant Colonel selects, Colonels and Colonel Selects in the first year of an assignment. Results of the Command Screening board are published via MARADMIN with primary selects published by name along with their slated command.

e. Squadron specific "Critical billets" include the following:

(1) First Term Aviators and Marine Air Command and Control Squadron personnel within two years of MOS designation will not be assigned outside of an operational squadron.

(2) Training and Education Command Training, Fleet Replacement, and Transitioning Squadron personnel. Personnel from these units will be sourced on a case-by-case basis, with the recommendation that the requirement be of

Enclosure (1)

high priority, such as an IA billet, that could not otherwise be filled by personnel from adjacent units not in transition.

(3) Personnel serving in the billets of Department of Safety and Standardization (DOSS) and Aviation Maintenance Officer (AMO). DOSS is considered a "red line" tasking as they are responsible for the effective implementation of the commander's safety and standardization policies. AMO's are responsible for the organization, maintenance, and repair of aircraft and aircraft components and the scheduling of aircraft for inspection. Loss of Marines serving in the capacity of DOSS and AMO would considerably restrict flight-line operations, and should be considered as the least preferred sourcing option.

f. Significant consideration should be given to nomination of Company Commanders who would have less than 10 months in command upon the designated timeframe for reporting. Removing a company commander from command at less than 10 months introduces a lack of continuity of leadership for the Marines in the command, and presents a potentially negative optic for promotion and selection boards.

6007. PCS/PCA Orders. Personnel are not considered available if they are in receipt of PCS/PCA orders with a report date that falls within the timeline for deployment. Personnel will not normally be considered available if their PCS takes place less than 60 days after their scheduled return. Additionally, Marines in receipt of PCA orders to a gaining command within I MEF will not be considered a valid sourcing option without the consent of the gaining unit commander and MSC Chief of Staff.

6008. EAS Considerations. In keeping with business practices employed by HQMC, DC, M&RA (MMIB) the EAS cut-off for the majority STG requirements is generally established as 60 days post-schedule return. This date is referred to as the "EAS cut-off." The intent of this timeframe is to facilitate post-deployment administrative actions and de-composition prior to Marines executing their EAS.

1. Personnel eligibility is largely predicated upon whether their existing EAS supports full deployment. When determining the available population the G-1 makes assumptions - particularly with regard to career Marines.

a. "Career Marines" is a term used to signify enlisted Marines who have completed their initial enlistment; for officers the term refers to Captains and above, all warrant officers, and all limited duty officers.

b. The term "First Term Marines" refers to enlisted personnel serving on active duty under their initial active duty obligation (including extensions), and unrestricted Regular or Reserve second and first lieutenants.

2. Career Marines will not be categorized as "non-available" solely as a function of the Marine's EAS. It is assumed career Marines not meeting the EAS/RTD requirement will submit for re-enlistment/extension of EAS to allow them to complete the deployment prior to the designated reporting date.

3. For the purposes of determining available populations "first term" Marines will not be considered available if their existing EAS doesn't allow them to complete a full deployment. To assist in the creation of deployable inventory via re-enlistments and extensions first term Marines will be

Enclosure (1)

considered valid nominees for a deployment requirement, should they volunteer to re-enlist or extend their EAS to support the requirement.

a. Detailed comments pertaining to the Marines re-enlistment/ extension request must be included with the nominee's submission. Should a Marines' re-enlistment/extension request be disapproved it will be the responsibility of the parent MSC to provide an immediate backfill.

b. Re-enlistments will be submitted to MMEA-1 via the Total Force Retention System (TFRS). First-term Marines volunteering to extend within the fiscal year of their EAS (non-cross fiscal-year extension) for deployment, or extend while on deployment, should request an extension via the chain-of-command to their respective Commanding General, who is authorized to extend Marines for deployment.

c. Extension requests for first-term Marines volunteering to extend for deployment beyond the fiscal year of their EAS (cross fiscal-year extension) will be submitted to MMIB-1 liaison via TFRS. Careerists requesting an extension for deployment (should only be used in extraordinary circumstances), must submit a "regular extension RELM" for obligated service to deploy through MMEA-1 for action.

4. First Term Officer EAS. Officer EAS dates are established based upon the source of entry (commissioning source), incentive programs offered at time of initial obligation, such as the College Loan Repayment Program, and time on station requirements based upon duty station location. Many officers' EAS is contingent upon their reporting date to The Basic School (TBS) - the officer's contracted start date. Based upon TBS capacity officers may wait several months between Officer Candidate School and TBS reporting, which ultimately extends their EAS date.

a. For the purposes of determining availability first term officers whose EAS doesn't support full deployment will not be considered eligible.

b. For the purposes of nomination to requirements first term officers may be submitted as nominees, should they be willing to submit a request for extension of active duty (EAD). Similar to first term enlisted Marines commentary regarding the status of the Marines' EAD request must be included at the time of submission and complete prior to reporting.

c. EAD requests must be submitted to HQMC, M&RA (MMOA-3, Retention and Release) via Administrative Action (AA) Form signed by the first Colonel (O-6) in the Marine's chain of command. The AA Form must state the Marine's current EAS, the requested EAS, and cite the specific operational basis for extension. Officers submitting EAD requests are directed to be submit via the MMOA-3 organizational email address (smbmanpowerofficerpr@usmc.mil) vice AMHS message.

(1) Per reference (r) EAD requests for officers declining or non-selected for career designation will not normally be approved. Administrators can determine whether officers have been screened, or declined, career designation by reviewing career designation codes listed in MCTFS under the member's Officer Data screen.

(2) MMOA-3 approval of an EAD request is contingent upon the officer being critical to meet a specific operational requirement. Upon receipt of an EAD request the staffing level of the Marine's unit will be scrutinized to

Enclosure (1)

ensure there is a legitimate staffing need for the requesting officer to receive approval of EAD. If staffing levels in the parent unit are sufficient to support the operational requirement without granting EAD the request will normally be disapproved.

6009. Duty Station Location. Consideration will be given to the installation from which potential nominees are assigned. Based upon directives outlined in reference(s) a Marine cannot be in a funded temporary duty status for a period of greater than 180 consecutive days without express permission from DC, M&RA (MMIB). Therefore, MEF G-1 will determine the available population based upon the duration of employment/deployment, the geo-location/installation location, and eligible personnel on-hand.

6010. Stabilized Marines. Personnel assigned to commands that are fully and partially implemented to support STG requirements will be submitted for stabilization by their parent. DC M&RA, Headquarters Marine Corps (MMIB), defines a full implemented unit as a unit (by MCC) with a deployment demand signal greater than 89% of the unit's T/O, evaluated over a determined time period greater than thirty days. Reference (t) states a partially implemented unit is a unit with a deployment demand signal 65% to 89% of the unit's T/O, evaluated over a determined time period greater than thirty days. Unit implementation begins a year from deployment and is codified by Playbook/ MCBul 3120 the Force Synchronization process.

1. MMIB is the executive authority responsible for assignment of a stabilization code which is signaled by a draw case code (DCC) specific to that unit's STG requirement. Several hundred draw case codes exist and are provided at the Manpower & Reserve Affairs website: (<https://www.manpower.usmc.mil>).

2. HQMC utilizes DCC's to signify not only upcoming STG requirement but administrative items such as selection by the Headquarters Marine Corps Special Duty Assignments Screening Team (HSST).

a. It is imperative to understand a Marines' DCC signifying assignment to an upcoming STG requirement does not exempt them from assignment to requirements of greater precedence. For example, a Marine stabilized in support of Unit Deployment Program would not prevent their assignment to a mission of greater importance such as an Advise-Assist Team or Special Purpose MAGTF (SPMAGTF).

b. Navy personnel will not be stabilized.

c. Submission of stabilization requests by full and partially implemented units, such as battalions and squadrons supporting a MEU or SPMAGTF, is the responsibility of the parent command. In contrast, submission of stabilization requests for temporary, ad hoc requirements such as the Georgia Deployment Program or Purpose Built Task Forces is the responsibility of I Marine Expeditionary Force Information Group (I MIG). I MIG is the agency that provides immediate administrative support on behalf of I MEF command element, the command which these ad hoc requirements are temporarily assigned.

d. A Marine being stabilized for deployment will be included in RECLAMA data. However, stabilization is support of a subordinate requirement - i.e. UDP as opposed to SPMAGTF will not be considered acceptable criteria.

Enclosure (1)

6011. Marines Selected for Special Duty Assignment (SDA). In the interests of maximizing on-hand availability HSST-selected Marines will be considered eligible for assignment. The purpose of HSST is to screen Marines for SDA such as recruiting duty or embassy duty.

1. SDA tours give Marines the opportunity to serve the Marine Corps in a capacity outside of their occupational specialty and can increase their competitiveness for promotion. Equally important, SDA assignments such as Recruiter and Drill Instructor provide the vital lifeblood leading to a healthy future for the Marine Corps.

2. HSST-selected Marines will not be removed from the available population as commands have the opportunity, through communication with the SDA monitor and leadership at Manpower Management Enlisted Assignments, to request deferral of enrollment in SDA-producing courses to a timeframe subsequent to return from employment/deployment. Assignment of HSST-selected Marines should be considered on a case by case basis however, as Marines approaching service limitations are highly encouraged to complete a special duty tour.

6012. Dwell. Reference (u) defines an operational deployment as the majority of a unit or detachment, or an individual not attached to a unit or detachment, departing homeport/station/base or departing from an en-route training location to meet a SECDEF approved operational requirement.

1. The operational deployment ends when the majority of the unit or detachment, or an individual not attached to a unit or detachment, arrives back at their homeport/station/base. For the active component dwell is calculated at a 1:2 ratio from the time a unit, a detachment or individual is operationally deployed to the time the unit, detachment, or individual returns. For example, a unit that deployed for four months, returned from theater and was in dwell for eight months would have an operational deployment-to-dwell ratio of 1:2.

2. The SECDEF goal is for operational deployment-to-dwell is 1:2; the SECDEF operational deployment-to-dwell ratio threshold is 1:1. SECDEF approval is required to deploy a unit, detachment, or individual to deploy with a 1:1 ratio or less. An individual may voluntarily waive their deployment-to-dwell threshold submitting an AA-form (NAVMC 10274) to the first general/flag officer in the chain of command of the parent organization.

3. The G-1 assessment of manpower availability will include a calculation of dwell - specifically when the Marine's dwell status will expire. In keeping with established policies regarding deployment to dwell, MEF G-1 will not consider Marines who break 1:1 dwell ratio upon the time of deployment as eligible for assignment to an overseas STG requirement.

6013. Marines Approved for Retirement and Resignation. Marines approved for retirement will not be considered available if the retirement date falls within 90 days of return from employment/deployment. This timeline will facilitate post-deployment administrative requirements and provide the Marine an opportunity to utilize up to 60 days of terminal leave prior to separation.

6014. Temporary Reporting Unit Code (TRUC/Additional Temporary Reporting Unit Code (Additional TRUC)). Personnel assigned to ad hoc requirements such as purpose built Task Forces, the SPMAGTF, the MEU and JMD billets will be assigned a TRUC or Additional TRUC code upon change of operational posture (CHOP) or date of report/arrival as outlined in Figure 9.

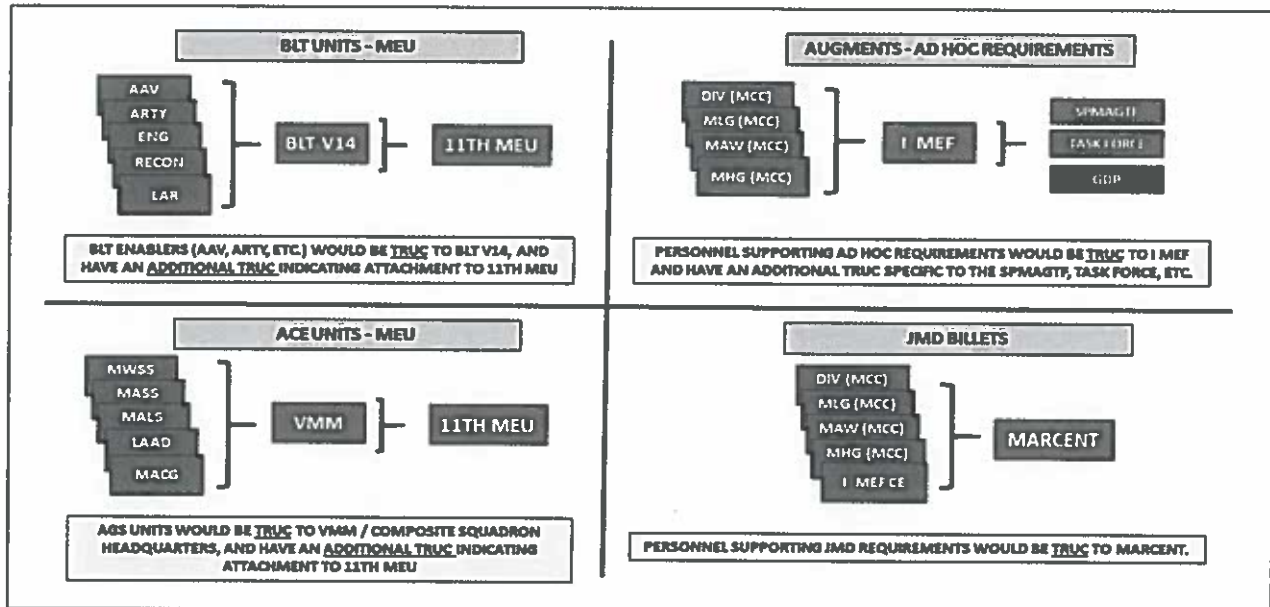


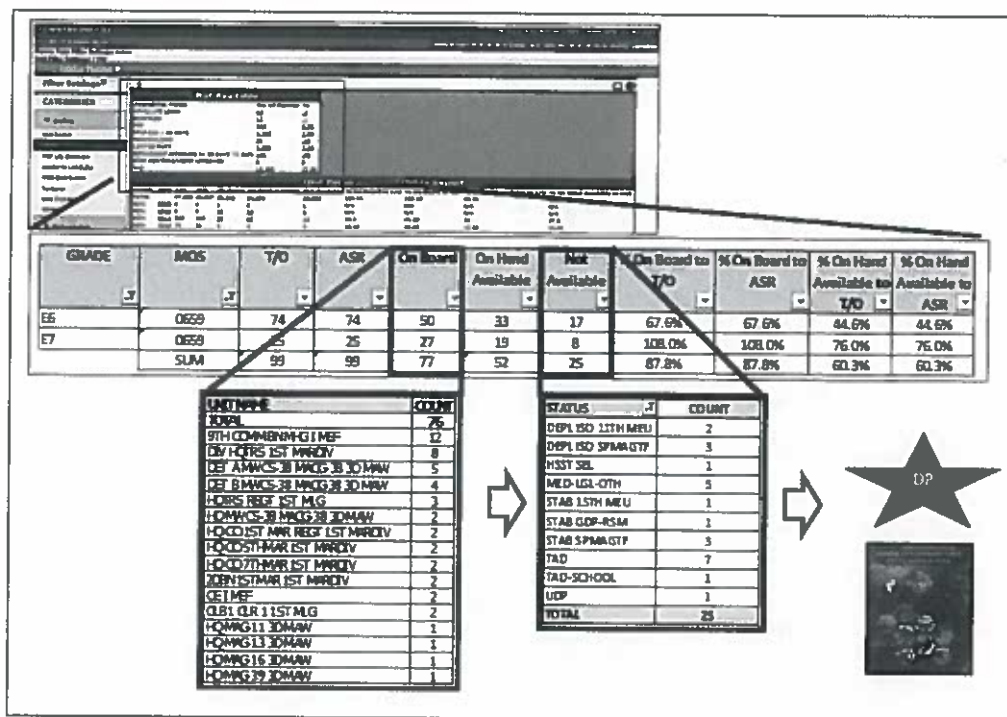
Figure 6-2, Assignment of Temporary Reporting Unit Codes (TRUC) and Additional TRUC

(1) Personnel whose record includes a TRUC/Additional TRUC code indicating assignment or attachment to a composited command, such as a MEU or a temporary ad hoc command, such as an SPMAGTF, will not be considered available for assignment - unless the requirement meets or exceeds the MEU or SPMAGTF in terms of priority. Commands are recommended to consider other sourcing solutions, particularly assignment to units apportioned to future requirements independent battalions, or STG requirements of lesser priority as a means to minimize disruption to the supported MEU and/or SPMAGTF commander.

6015. Determination of Availability and Preponderance of the Force Assessment. Many manpower requirements call upon PMOS communities that may be found in more than one major subordinate command. Based upon an assessment of availability MEF G-1 will determine the MSC or command that owns the preponderance of the available force. Particular emphasis will be placed upon sourcing from commands/MSCs offering the greatest "depth," or number of personnel who meet the BGRD/BMOS requirement.

1. An example of this sourcing methodology is outlined in the following paragraphs. The BGRD/BMOS being assessed is for an E-6/E-7 0659, Data Chief for a forthcoming SPMAGTF rotation.

2. Using Command Profile/ MCTFS data, MEF G-1 determines the available and non-available population based upon a combination of variables including: EAS, duty status, FMCC, PMCC, TRUC/Additional TRUC code. Draw case codes are a means to indicate stabilization in support of near-term and future STG requirements.



3. After conducting initial analysis of inventory by MSC, the G-1 compares the number of "per capita" Marines assigned to subordinated commands within each MSC.

4. In the case of E-6/E-7 0659's personnel are typically 1-deep in each command, with the exception of three commands: Marine Air Control Group-38, Division Headquarters and 9th Communications Battalion. Because 9th Communications Battalion is tasked with providing support the MEF/MAGTF at large - and owns the preponderance of the force as a result - the tasking would become MIG's to fulfill.

6016. Unrestricted Officer (BMOS 8006), Unrestricted Ground Officer (BMOS 8007) and Unrestricted Enlisted (BMOS 8014) Billets. MEF G-1 will task MSC's to provide Marines in support of unrestricted billets according to qualifications and/or criteria provided in the manning document that do not particularly belong to a specific MOS community. An example would be an 8014 BMOS with remarks and/or stipulations that the nominee be live-fire range controller qualified - a designation that typically belongs to Marines from the combat arms community. If no specific skill-set or qualification is required for the 8006/8007/8014 billet manpower tasking will be determined based upon the number of available personnel within each MSC (based upon computation of future requirements as indicated by TRUC/Additional TRUC and DCC), duty status limitations, timeframe for employment/deployment, and equitable distribution of manpower requirements specific to that event.

Chapter 7

7000. RECLAMA PROCEDURES. When MSC's are tasked to provide a nominee for a requirement and determine the requirement to be unsupportable there is a process, known as a RECLAMA, for re-submitting that tasking for consideration. This action should be carefully considered as it is a request to reconsider a decision made by higher headquarters. Submission of RECLAMA data is a command decision and should not be used to abstain from preparing to source and prepare a suitable nominee for deployment/employment by the deadline imposed. RECLAMA procedures, discussed in the paragraphs below, must be strictly followed. It is our professional responsibility to safeguard and adhere to the guidance outlined in the figure below as readiness - for Marines, Sailors and their families - will be ultimately impacted by inefficient RECLAMA procedures.

7001. Notification of Intent to Submit RECLAMA. The diagram below outlines the RECLAMA process and timelines associated with submission and verification of RECLAMA data.

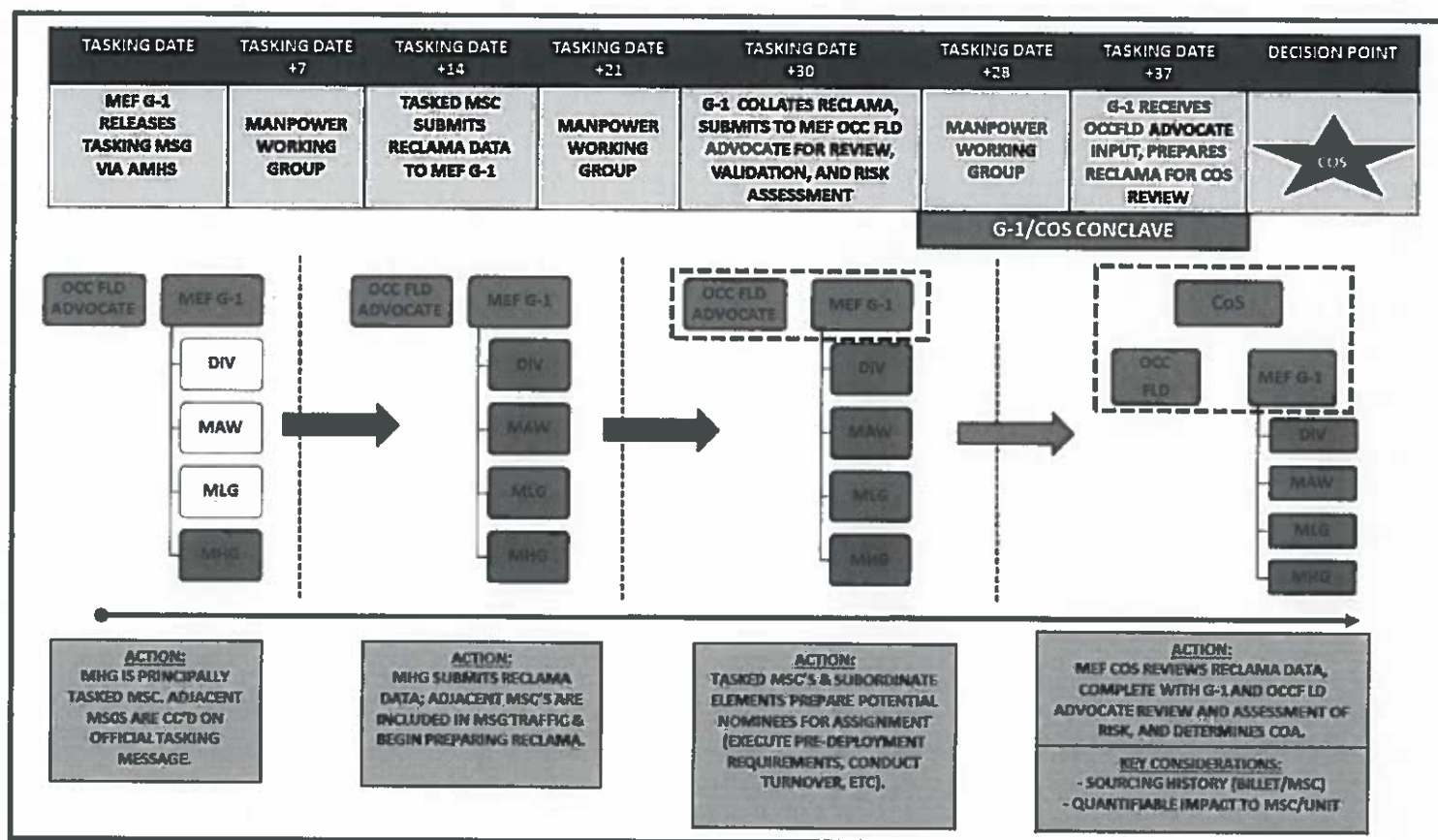


Figure 7-1, RECLAMA Process

1. Tasking messages will provide a due date for RECLAMA data, normally within 14 days of receipt of official tasking. When a tasked MSC determines a requirement is unsupportable they must submit RECLAMA data via an AMHS message released to I MEF, with adjacent MSC's and I MIG copied in the

Enclosure (1)

message traffic. Notification of intent to submit RECLAMA received after the 14 day timeline will be considered on a case-by-case basis.

2. Adjacent MSC's will be notified of RECLAMA submission via AMHS; receipt of RECLAMA message will be the starting point of a 14 day timeline for their RECLAMA data to be generated and submitted.

3. Upon receipt of MSC RECLAMA data the MEF G-1 and occupational field managers will review commentary for accuracy and comparison of risk/impacts to I MEF, MSC's and unit mission/tasks.

4. Every effort will be made to ensure the RECLAMA process is timely and efficient. In order to ensure the Marine(s) and unit tasked to support receive adequate notice the timeframe for the CoS decision point/review of RECLAMA data should be no less than 60 days prior to the report date.

7002. RECLAMA Due to Administrative Discrepancies. Personnel identified as deployable based upon an assessment of MCTFS data elements, are in many cases non-deployable due to reasons medical, legal, etc. Should a Marine fall into this category commands must provide a timeline that records will be corrected to reflect an accurate, non-deployable status.

7003. Criteria for RECLAMA Data. The tasked MSC must provide credible and compelling information that the tasking is inappropriate. Additionally, RECLAMA data must include an analysis of two critical variables: risk to Marine and risk to unit.

1. Risk To Marine. RECLAMA information should include a "whole of Marine" approach, articulating reasons for non-availability that cannot be clearly identified using a MCTFS/systems approach to assessing availability. These discussions will typically include legal issues or compelling human factors - issues which must be addressed with discretion and concern for the individual's privacy. Human factors issues are a valid basis for a nominee to be considered ineligible; however, there is no requirement to provide a detailed description of the individual's matters in open source RECLAMA format. However, MSC's must provide a unit point of contact - ideally the unit Manpower Officer, Executive Officer, Sergeant Major or Senior Enlisted Advisor - who can provide justification for non-availability in a discrete, off-line capacity.

2. Risk To Marine - Career Path/Qualifications. Assessments of impact or risk to the Marine's career path are strongly recommended for inclusion in RECLAMA data. Marines who must maintain MOS-specific qualifications, or who would otherwise be prematurely removed from key, career-progressing billets - such as company command or department head tours - are significant factors that must be considered. Commentary that speaks to the potential impacts upon selection for promotion, schools, or command are valuable considerations and must be addressed.

3. Risk To Unit: Commentary must be articulate, substantial and specifically address the impact to the Marine's command from both an operational and administrative perspective. Considerations should include a description of the Marine's collateral duties and the impact, if assigned. Example RECLAMA data which discusses administrative and operational risk to a unit's mission:

Enclosure (1)

(a) Example 1: "Currently appointed as the Unit Substance Abuse Coordination Officer (SACO), responsible for monthly urinalysis screening of the command. Command currently is processing seven drug abuse administrative separation packages, which require SACO documentation and may be delayed if turnover occurs. The alternate SACO is in receipt of PCS orders at the time the nominee would report; the next SACO course is scheduled during the timeframe for reporting. If assigned the unit would be reliant upon the Regimental SACO for monthly urinalysis support for 1-2 months."

(b) Example 2: "Our command has a staffing goal of (5) 2311, Ammo Technicians, one for each line company. There are four currently assigned to the command - similar to each of the battalions in the regiment - however one of our 2311's is scheduled to EAS within the next 90 days and our career planner says he has no intent to extend or re-enlist. Assignment to this requirement based upon the timeline directed would result in only two certified 2311's in the battalion for a period of 60 days - during which time the unit conducts Mountain Warfare training and has two ranges scheduled for company-sized evolutions - both of which are PTP requirements prior to CHOP. If assigned the unit would be reliant upon 2311 support from adjacent battalions and/or regiment and accountability of serialized weapons could potentially be negatively impacted."

(c) Example 3: "SNO is currently serving as Operations Officer of Combat Engineer Battalion, consisting of 1000 Marines and Sailors. Serving in an independent battalion, with no regimental oversight, SNO is tasked daily to communicate and coordination with the division staff. His efforts over the last two months have been critical to the successful incorporation of engineering/breaching planning and the establishment of evaluation criteria in support of Division exercise Steel Knight. His assignment would result in mid-planning turnover of his duties and his replacement would have comparatively less expertise and skill in planning engineer support during numerous difficult and demanding live-fire maneuver ranges."

7004. Post Receipt and Review of RECLAMA Data. I MEF occupational field managers will be solicited for RECLAMA validation and prioritization of risk. Following I MEF Occupational Managers provide risk assessment the RECLAMA portfolio - minimum elements being initial tasking message, assessment of supportability/availability, sourcing history, RECLAMA data, etc. - will be prepared for MEF Chief of Staff for review and adjudication. The venue for RECLAMA submissions may take place in concert with monthly/quarterly G-1/Chief of Staff conclaves, or may be episodic in nature. If a collective agreement not be met during the conclave or among respective Chiefs of Staff, the portfolio will be presented to the Command Deck for review and arbitration.