



# Talent Management 2030

**Update**

March 2023



# INTRODUCTION

Talent management is the act of aligning the talents of individual Marines with the needs of the Service to maximize the potential of both. Since the release of Talent Management 2030 (TM2030), we have been progressing toward a talent management system that better harnesses each Marine's unique talents to improve our readiness and extend our advantage over competitors. In doing so, we have taken significant steps to evolve our human resource development process to better meet the demands of current and future battlefields, to include revising and streamlining personnel policies and processes, while investing in information systems to retain the talent we recruit.

This report reviews the progress made over the past year, while also charting a course for the way forward. Reorienting and reconfiguring our human resources enterprise into a talent management system is a work in progress, but one that is well underway. The actions we have taken, and those we will take, ensure we will remain the Nation's premier expeditionary force-in-readiness within the rapidly-evolving world we face.

## STRATEGIC CONTEXT: THE CHANGING CHARACTER OF WAR

Force Design 2030, TM2030, Training and Education 2030 (T&E2030), and the pending Installation & Logistics 2030 (I&L2030) are direct responses to significant changes in the security environment. The character of modern warfare, American society, and proliferating technology have transformed in ways that have momentous implications for our all-volunteer Marine Corps. To meet future demands, we must immediately pursue technological advancements to our personnel systems to create a holistic talent management system that attracts, develops, incentivizes, and retains the skilled Marines necessary to improve our efficacy as a force. The coming decades will be complex, uncertain, and ever-changing. We cannot rely on yesterday's solutions to solve tomorrow's problems. Our success on emerging battlefields will depend on our force being more highly trained, cognitively mature, and operationally experienced. To sustain our competitive advantage, we must prepare Marines more intensely than we ever have, putting them through some of the most elite entry-level and advanced training in the world. This may include extending the duration of training, which means we will also need to retain Marines for longer to ensure our crisis response force-in-readiness sees the full return on investment.

As we adapt to changing conditions, our purpose and our warfighting ethos will not change – the Marine Corps will remain the world's premier expeditionary warfighting organization, maritime in nature, and poised to immediately respond to any crisis.

## TM2030 TO DATE

TM2030 directed accelerated reforms and oriented the Service toward retaining more experienced Marines who have already proven their value to our Corps. In February 2022, I directed the Assistant Commandant of the Marine Corps to form a Talent Management Strategy Group to align and harmonize Service-wide talent management efforts. This group focuses on future demographic, economic, and human capital trends while working with academia and research organizations to identify areas for improvement to better align individual abilities, skills, and desires with the warfighting needs of the Service. I also directed close collaboration between the pertinent departments at Headquarters, Marine Corps (HQMC) as well as continuous involvement of commanders in the Fleet Marine Force (FMF) to inform our efforts. Since the release of TM2030, we have better aligned departments and organizations involved in talent management, assessed and mapped out interdependencies of total force personnel policies, and begun to generate momentum with a sense of urgency. We enacted nine initiatives in 2022, from which we will expand and accelerate in 2023. The following nine initiatives are in progress and will be closely assessed to inform refinements or expansion:

### **Commandant's Retention Program (CRP)**

During fiscal year (FY) 2023, the CRP offered pre-approved reenlistments to top-performing Marines by streamlining the process and giving priority access to primary military occupational specialty (MOS) monitors for duty station and assignment options. The CRP resulted in a 72% increase of first-term reenlistment submissions by top-performing Marines, with the

average reenlistment approval accomplished in 24 to 48 hours. Going forward, we will expand the program to more first-term Marines as well as our career force.

### **Staff Non-Commissioned Officer (SNCO) Promotion Board Realignment**

We realigned SNCO promotion boards beginning in FY24 to sequence more effectively with the assignments and reenlistment processes. This initiative aims to reduce SNCO billet gaps in the FMF and condense the processing time of reenlistment packages. The realignment also provides greater predictability for SNCOs and their families, to include dramatically reducing change of station moves during the school year.

### **Recruiting Station Commanding Officer (RSCO) Selection Board**

We implemented two initiatives for the FY23 RSCO selection board. Officers have the opportunity to volunteer for command, including officers not otherwise scheduled for consideration. Officers may also request removal from RSCO board consideration for one year, without penalty, should they prefer to complete a deployment or other professional obligation, or due to a personal life circumstance.

### **Special Duty Assignment (SDA) Volunteer Incentives**

We expanded the SDA volunteer incentives to provide duty station preference for volunteer recruiters, drill instructors, and combat instructors. In 2022, volunteers increased by 62%, reducing the number of involuntarily screened Marines by 38%. This minimized disruption to our Marines, their families, and FMF units, while also reducing SDA school attrition. We will continue to improve and expand this program in the coming years.

### **MarineView 360-Degree Leadership Review**

In keeping with the leadership principle “Know yourself and seek self-improvement,” MarineView360 is a tool designed to assess leaders by polling their supervisors, peers, and subordinates to identify strengths, personal blind spots, and areas for development. Leaders receive feedback and advice through a dedicated mentor and coach. This is not a popularity evaluation; it is a tool to identify strengths and areas of improvement for our emerging future leaders. The MarineView360 pilot began with a group of sitting commanders and will soon expand to all commanders and senior enlisted leaders.

### **Officer Promotion Opt-Out**

Both the Active Component (AC) and Reserve Component (RC) offer certain in-zone officer populations the ability to opt-out of consideration for promotion once without penalty. This allows officers to pursue unconventional career experiences or formal education that would otherwise take them off track for key developmental assignments. This initiative aims to increase the flexibility in career paths for officers. We will explore the expansion of this initiative to enlisted Marines to afford them the same flexibility in their careers.

### **Digital Boardroom 2.0 (DBR 2.0)**

DBR 2.0 increases the functionality and accuracy of information presented to board members, enhances the conduct of virtual boards, safeguards data, and improves this critical talent management process. The Enlisted Career Retention and Reserve Aviation boards successfully utilized DBR 2.0 in 2022. With the availability of cloud-based data, we will expand the use of DBR 2.0 while simultaneously assessing the outcomes, cost and time savings, and professional depth and breadth of board members to benchmark with our legacy process.

### **Separate Competitive Promotion Categories**

To meet the demands of the future, the Marine Corps must retain the highest quality officers with the necessary skill sets at all ranks. We are conducting detailed analysis on options to reorganize the unrestricted officer population into separate competitive categories to better meet the Marine Corps’ need for the diverse expertise and experience at all ranks by competing for promotion with peers having similar skill sets, training, and education. We intend to conduct a pilot program during the 2025 field grade officer promotion boards.

### **Career Intermission Program (CIP)**

Many Marines desire to pursue specialized education or credentialing, or to focus on family for a significant life event. The CIP allows Marines the flexibility to temporarily pause their active duty service and later resume their careers without penalty. This not only enables career flexibility, but by doing so, it encourages retention of experienced, talented Marines. Recently, we reduced the CIP payback by half to just one month of obligated active service for each month of intermission. We will conduct further analysis to determine the maximum time of intermission to prevent loss of skills and familiarization, while ensuring the program is balanced against the need for a professional warfighting force.

# THE WAY AHEAD: ACCELERATING AND INSTITUTIONALIZING TALENT MANAGEMENT

American societal demographic, economic, and behavioral trends are evolving rapidly. To maintain a force in readiness, we recognize that we will recruit future Marines from future America and will have to retain them within the context of the future workforce. That said, we will neither lower our standards nor forget that one must become a Marine, earning the coveted Eagle, Globe, and Anchor. For this reason, in 2023, we will bring together leading scholars in civil-military relations, demographics, and economics to assess socioeconomic trends and their impacts on the future of our all-volunteer, all-recruited Marine Corps. External factors will always influence our ability to recruit new talent into our Corps, while the internal characteristics of our system influence who we can retain.

Marines depart recruit training having earned the title “Marine.” We must honor our commitment to them as they arrive in our operating forces expecting meaningful and challenging training, and a culture of professionalism, pride, mutual trust, and respect. In accordance with our Diversity, Equity, and Inclusion Strategic Plan, we must ensure that talent and performance win the day, and opportunities are open to all Marines based on merit. We must identify our most talented and motivated young Marines earlier, then cultivate and invest in them – to include accelerated promotion and early reenlistment. I challenge leaders at all echelons to create an environment in which individual merit is fostered, identified, and rewarded.

As we pursue a modern talent management system, we will continue to coordinate across HQMC and the FMF to ensure a healthy balance between moving with a sense of urgency, maintaining tempo, and incorporating feedback from across the force. As the owner of our human resource development process, DC, M&RA is responsible for the prioritization, sequencing, and programming of talent management initiatives. DC M&RA will publish a Talent Management Campaign Plan by April 2023 along four mutually supporting lines of effort (LOE):

- **LOE 1: Rebalance recruiting and retention**
- **LOE 2: Optimize the employment of talent**
- **LOE 3: Multiple pathways to career success**
- **LOE 4: Modernize talent management digital tools**

The initiatives below, nested within these lines of effort, are representative of those under consideration for development and decision during 2023.

## LOE 1: REBALANCE RECRUITING AND RETENTION

Talent Management 2030 directed a paradigm shift from our legacy, high turnover “recruit and replace” personnel model toward one characterized by a greater emphasis on investment in, and retention of, our most capable Marines. The following four initiatives will accelerate this shift:

### Maturing the Force

While first-term Marines remain the bulk of our fighting formations, our current model is characterized by continuous turnover, limiting our combat potential and disrupting unit cohesion and stability. Emphasizing retention of trained, experienced, and proven Marines capitalizes on our training investments and stands to increase our combat power and readiness. Our new approach will target opportunities to mature the force, to include increasing initial contract lengths in several military occupational specialties and increasing the number of small unit leaders retained for a second enlistment. We will also look at different grade shaping opportunities across MOSs to optimize our force structure. But to be clear, our goal is a more mature force, not an older or more senior force. Although a common byproduct, maturity is not merely the result of age and rank. In the future, our aim is to have junior enlisted Marines with the same number of reps and sets that an experienced SNCO has today. This will require changes to not only talent management, but to training, education, and leadership development across our Corps. However, by coupling these efforts, we can achieve a more mature force without compromising on the quality of those Marines selected for promotion or placed in leadership roles.

### Enlisted Career Designation

I know of no other high performing institution that requires its frontline leaders to reapply for their jobs every three to four years. Our board-selected, senior enlisted Marines currently submit retention requests at regular intervals that do not align with their duty assignments. This creates periods of stress as Marines and their families await determination on their continued

service, while also adding unnecessary administrative burden to Marines, commanders, assignment monitors, and retention specialists. This year, we will explore the feasibility of senior SNCO career designation to establish an indefinite expiration of active service (EAS). This shift will align senior SNCO retention practices with those of officers, increase flexibility in assignments, reduce administrative burden and needless paperwork, and minimize uncertainty for SNCOs and their families.

## Lateral Entry

Since the release of TM2030, some have raised concerns about the implementation of lateral entry, to include cultural assimilation and timelines for assessing personnel to fill immediate, uniformed requirements. Let me be clear: all new Marines will continue to go through entry-level training to earn the title "Marine." Lateral entry simply refers to an initiative to encourage exceptionally talented Americans to join the Marine Corps at a rank appropriate for their education and experience in certain fields to meet critical shortfalls, not to bypass the process of becoming a Marine. That said, I am not satisfied with our current progress toward use of lateral entry to meet emerging requirements. Accordingly, I am directing the establishment of a tiered approach for lateral entry implementation that targets RC and prior service Marines. Once underway, we may expand the program to veterans of other services or to civilians with highly specialized credentials that meet our warfighting requirements.

## Quality of Leadership, Quality of Life, Marine Families

Today, our Corps has more dual-military, dual-career, and single parent families than ever before. To recruit and retain a modern force, we will reevaluate the policies that affect families to ensure they enable our warfighters' ability to accomplish the mission. Quality of life is one of the leading reasons Marines choose to depart our Corps. We must renew our focus on meeting Marines' needs like: high-quality barracks, family housing, and chow halls; adequate childcare center capacity; and sufficient options for pediatric care. Our policy design, program delivery, resource management, and infrastructure development must be organized to improve access to services and resources to ensure the highest level of family readiness. Success will require supportive and engaged leadership, coupled with a willingness to adopt new strategies. We will ensure these efforts remain aligned across M&RA's campaign plan, T&E2030, and I&L2023. In the future world of recruiting challenges,

we cannot lose a 12-year intelligence professional or artillery Marine because we could not provide access to pediatric care or a high quality chow hall.

## Directed Actions

1. Update the Enlisted Retention and Career Development Program no later than Q3 of Calendar Year (CY) 2023. (DC, M&RA)
2. Develop a tiered approach to implement lateral entry for MOSs requiring critical skills and begin executing a lateral entry pilot program no later than Q2 of CY 2023. (DC, M&RA with the support of CG, MCRC; DC, CD&I; and DC, PP&O)
3. Present a plan for total force quality of life initiatives no later than Q3 of CY 2023. (DC, M&RA with the support of DC, I&L)
4. Conduct a study and provide recommendations on how to improve the quality of food and service at messing facilities aboard Marine Corps installations no later than Q3 of CY 2023. This study will include an assessment on the feasibility of using meal cards at other facilities aboard military installations, will investigate the disparities between messing facilities, and will conduct a cost comparison between military messing facilities and similar institutions, like universities. (DC, I&L)
5. Develop a plan to expand the CRP to a wider population no later than Q3 of CY 2023. (DC, M&RA)

## Issues Requiring Further Analysis

- A. Enlisted Career Designation. Assess the feasibility and merits of an Enlisted Career Designation Program no later than Q2 of CY 2023. (DC, M&RA)
- B. Merit-Based Promotion Reorder. Analyze and present options for implementation of merit-based reorder of E-8 and E-9 promotion boards for decision by Q2 of CY 2023. (DC, M&RA)
- C. Non-EAS Attrition. Analyze mechanisms to reduce non-EAS attrition of Marines in their initial contract term and present recommendations to the July 2023 Executive Off-Site. In developing options, assess the merits of offering financial incentives to

those Marines who complete their contract with no documented misconduct. (DC, M&RA with the support of CG, MCRC; CG, TECOM; and MEF commanders)

- D. Parent Program Resources. Assess options to better align and expand programs and resources to support Marines who have children no later than Q3 of CY 2023. (DC, M&RA with the support of CG, TECOM; DC, I&L; the Medical Officer of the Marine Corps; and, the Chaplain of the Marine Corps)
- E. Spousal Employment. Explore opportunities with businesses seeking to satisfy employment shortages while at the same time providing support military families. Spouses who desire to continue their career progression or work from home while stationed at remote locations can take advantage of this program and reduce some of challenges that result in attrition. (DC MR&A)

## **LOE 2: OPTIMIZE THE EMPLOYMENT OF TALENT**

Talent management is about maximizing our capabilities as a warfighting organization. The more effective we are with the assignments process, the more consistently the Marine Corps will retain talented Marines, better enabling us to achieve our overall strategic objectives. The following five programs are priorities for 2023:

### **Increasing our Return on Investment**

We will revise our personnel policies with the goal of achieving higher average return on investment, especially for Marines serving on their first enlistment and those with MOSs requiring the most intensive training. Policy changes may include extending standard enlistment durations, offering conditions-based extensions, and providing early reenlistment opportunities to our highest performing Marines. In the near future, we will also trial graduate education for SNCOs with the goal of enhancing overall Service capability, while encouraging individual retention.

### **Refining our Incentive Structure**

We must target incentives to the specific, high-performing Marines we want to retain. Going forward, we will tailor monetary and non-monetary incentives to reward our most talented and committed Marines who volunteer for assignments that are most beneficial to the readiness of the institution.

### **Program Enlisted For (PEF) Reform**

Through compelling data, we are increasingly able to understand which specific Armed Services Vocational Aptitude Battery (ASVAB) result combinations are most predictive of first-attempt success for each primary MOS. Empirical analysis indicates that refinements to our existing PEF prerequisites will expand the number of recruits who qualify for a given field and decrease failure rates at MOS schools, while maintaining our high standards. The future system will more logically group MOSs and help improve alignment of a recruit's aptitude and desires with the needs of the Marine Corps. We will also differentiate prerequisites for newly accessed Marines from experienced Marines who laterally move into a new MOS. Those Marines seeking a lateral move already have a robust performance record from which to judge proficiency and commitment, so the ASVAB will no longer be the primary factor for evaluating lateral move potential between PEFs.

### **Modern Tools for Talent Management: Accessions and Skills Matching**

We have developed three data tools to enhance talent management from accession through the duration of a Marine's career. The Marine Corps Occupational Specialty Matching (MCOSM) tool will better align a Marine's interests, abilities, and predispositions to a primary MOS. The Tailored Adaptive Personality Assessment System (TAPAS) collects data from Marine applicants to predict the likelihood of success at various milestones. The Retention Prediction Network (RPN) uses artificial intelligence and machine learning to predict success at recruit and entry-level training. Once fully developed and implemented, these tools will increase entry-level training success, lower non-EAS attrition, and improve alignment of skills and job satisfaction.

### **Continue to Minimize Non-essential Permanent Change of Station (PCS) Moves**

We have increased local Permanent Change of Assignment (PCA) moves and decreased non-essential PCS moves. We will continue to minimize non-essential PCS moves in 2023 and beyond. This shift increases unit cohesion, while reducing family strains caused by disruption to spousal employment, children's education, and community bonds. To be clear, military PCS moves are required to maintain a capable, responsive force in readiness and will remain a key characteristic of most Marine Corps careers.

## Directed Actions

6. Present an implementation plan no later than Q2 CY 2023 for the transition of MCOSM and RPN to a system of record no later than CY 2025. (DC, M&RA with the support of CG, MCRC and CG, MARCORSSYSCOM)
7. Validate all ASVAB classification standards listed as prerequisites in the MOS Manual no later than Q3 of CY 2023. (CG, TECOM with the support of DC, M&RA)

## Issues Requiring Further Analysis

- F. Optimize PCS. Assess options, including cost and assignments process outcomes, to reduce PCS frequency and present findings in Q4 of CY 2023. (DC, M&RA)
- G. Enlisted Education. Assess the utility of enlisted graduate education and make recommend changes to the Marine Corps Graduate Education Program no later than Q3 of CY 2023. (DC, M&RA with the support of CG, TECOM)

## LOE 3: MULTIPLE PATHWAYS TO CAREER SUCCESS

Our current personnel system fails to fully account for the reality that between earning the title Marine and the end of a career, our interests, skills, and circumstances evolve. This hinders our ability to innovate by limiting our diversity of perspective, skills, and life experience. During 2023, we will focus on three career diversity initiatives:

### Incentivizing Lateral Moves and Retention

In keeping with the understanding that “there is always a boat space for talent,” we must remove barriers to high-performing Marines conducting lateral moves to new MOSs. We historically over-retain Marines in certain MOSs, leading to saturation of certain occupational fields beyond our needs while other occupational fields suffer unmet requirements. “There is always a boat space for talent” aligns with our warfighting requirements, and in FY24 we will present pre-approved lateral move options to talented Marines whose primary MOSs are already filled. We will identify and remove barriers hindering lateral moves while exploiting incentives, such as fixed school dates and guaranteed follow-on orders, to help our most dedicated Marines fill gaps in critical fields.

## Active and Reserve Component Permeability

Our current policies and processes are unnecessarily cumbersome and complicate employment of our RC Marines. We also struggle to adequately inform AC Marines about opportunities with the RC upon their transition from active service and to incentivize their direct affiliation. During 2023, we will increase permeability between AC and RC, and take full advantage of opportunities for collaboration across the total force to better meet the Marine Corps’ needs. Given the nature of legislative limitations on Reserve employment, we will work closely with Congress to seek assistance in identifying improvements to AC-RC permeability.

### Officer Technical Career Paths

Marines who obtain technical skills at graduate-level schools bring unique capabilities and perspectives to the Service. We invest heavily in these officers; therefore, we must provide them with a sustainable career path to apply their talents to the Service’s requirements. The International Affairs Program and technical doctoral programs are examples of areas where we can better utilize the skills we develop in Marines to capitalize on their expertise, increase our organizational performance, and maximize our return on investment. To be clear, this means the Service must reward these much needed Marines with promotions, bonuses, and challenging assignments.

## Directed Actions

8. Present a decision brief for implementation of officer separate competitive categories no later than Q4 of CY 2023. (DC, M&RA)
9. Beginning in FY24, offer high performing Marines not selected for retention in their primary MOS targeted lateral move opportunities and incentives to fill service requirements. (DC M&RA)
10. Develop a technical career path pilot for the international affairs community (Foreign Area Officers and Regional Area Officers) and present it for decision no later than Q3 of CY 2023. (DC, M&RA with the support of DC, PP&O)

## Issues Requiring Further Analysis

- H. Permeability. Analyze and provide recommendations to enhance AC-RC permeability no later than Q3 of CY 2023. (DC, M&RA with the support of COMMARFORRES and CG, MCRC)
- I. Lateral Move Incentives. Identify and provide recommendations for incentivizing lateral moves no later than Q3 of CY 2023. (DC M&RA with the support of CG, TECOM)
- J. Officer Technical Career Paths. Analyze and provide recommendations for implementation of career pathways for technical MOSs no later than Q3 of CY 2023. (DC, M&RA with the support of DC, PP&O and DC, CD&I)
- K. Promotion Opt-Out Policy Assessment. Assess promotion opt-out for officers and enlisted Marines and provide findings and recommendations no later than Q2 of CY 2023. (DC, M&RA)
- L. Principal Staff Selection Board. Identify non-command staff billets that would benefit from staffing by a board selected officer and develop an implementation plan no later than Q4 of CY 2023. (DC, M&RA with the support of DC, CD&I)

## LOE 4: MODERN TALENT MANAGEMENT DIGITAL TOOLS

Our digital talent management systems are antiquated, siloed, and unfit for their task. To realize the objectives of TM2030, we must be able to synthesize personnel information and requirements across the force. We need a transparent, commander-focused, collaborative system to align the individual abilities, skills, and aspirations of our Marines to our warfighting needs.

### Modernizing Data Management

In order to make better informed manpower decisions, we must modernize our data management system. By implementing a data-first strategy focused on transforming, securing, and defending our personnel data, we will be able to promote, educate, develop, and retain our talent more effectively. We are starting by cataloguing data in the Marine Corps Enterprise Network (MCEN) and across information technology (IT) portfolios, and going forward will leverage existing technology to overhaul our data management system.

## Talent Management Engagement Portal (TMEP)

Resourcing TMEP is a must-pay bill. The current assignment process has redundancies, inefficiencies, and information gaps. We will overcome them by using TMEP – a transparent talent management tool – to integrate all relevant information to optimize assignments decisions. The TMEP will have a customer relationship management platform capable of advanced analytics with artificial intelligence and machine learning elements, as well as complementary portals for individual Marines, monitors, commands, and designated mentors to support a market-style assignment system.

## Explore Agile Talent Employment (Gig Eagle)

The Defense Innovation Unit's Gig Eagle project is a talent marketplace that connects Reserve personnel with specialized skill sets from across the Department of Defense with commands to fill immediate mission requirements. By breaking down barriers between branches and components, this program will allow Marine commands to unlock the talent within the RC and tactically apply their skills to support the mission at hand.

## Directed Actions

11. Publish a comprehensive Manpower Information Technology Systems Modernization (MITSM) acquisition strategy no later than Q1 of CY 2023. (DC, M&RA supported by DC, I)
12. Provide an assessment of feasibility to leverage Gig Eagle personnel in support of Marine Corps requirements no later than Q1 of CY 2023. (DC, M&RA)

## Issues Requiring Further Analysis

- M. Talent Attribute Framework. Present the feasibility of incorporating the Army's Talent Attribute Framework to support enterprise-wide human resource decisions within the Marine Corps no later than Q3 of CY 2023. (DC, M&RA)

## CONCLUSION

To win in future conflicts, we will leverage the unique talents, skills sets, and experience of Marines to improve readiness and extend our advantage over competitors. Our performance in future battles depends on the investments we make today and in the coming years. This requires leaders at all levels to deliberately attract, develop, and retain talent. The steps we have taken since the publication of TM2030 demonstrate our commitment to extending our expeditionary warfighting legacy to 2030 and beyond. But this effort is far from over. We will continue to evolve our talent management system to support our warfighting requirements and sustain our ability to serve as the Nation's premier expeditionary force-in-readiness. I am immensely proud of the effort and accomplishments of our Marines thus far – and this is only the beginning.

Semper Fidelis,  
  
David H. Berger  
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Commandant of the Marine Corps



